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# EVERYDAY PUBLIC SPEAKING

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## PREFACE

As you read the title of this book you doubtless think, "Everyday Public Speaking. How would the study of that subject benefit me?" This preface is a brief answer to that question.

It is almost unnecessary to explain the importance of effective speech today. The salesman must know how to talk well in order to sell goods, the manager is frequently called upon to address sales meetings, the student must be able to recite well in class, and all of us belong to organizations in which plans are discussed and policies determined for future action. Even if you think you would never be a speaker you will often be a listener. This book will give you sound standards by which to judge the speeches you hear. You remember certain talks and forget others. A study of this book will show why some were effective and others were not.

If you wish to study oratory you will find other books better for that purpose, but if you wish to deliver forceful, direct talks such as you need and use on the ordinary occasions of business, classroom, lodge, church and social life, you will find here the kind of help you need. The types of talks considered were chosen after eight years of experience in teaching business people how to speak effectively. The necessary amount of theory is given, but the greater part of the book is devoted to definite directions for giving effective talks, together with suggested subjects and examples of every type of talk discussed. The Introduction outlines ways



of studying the book by yourself or as a member of a group. To test the value of this book for the average business man or woman, turn to the index and under "Types of Subjects" choose two or three, of different kinds, that you have heard discussed recently or that you might be called on to discuss, and see how they are treated here. The book has been written to meet everyday needs.

HARRY J. BURTIS

Saint Paul, Minnesota,

April 15, 1927.

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**EVERYDAY  
PUBLIC SPEAKING**





## INTRODUCTION

### How to Use This Book

Effectiveness in Public and Business Speaking pays large dividends in three ways. You will find great personal satisfaction in being able to address an audience in such a way as to have them follow your recommendations. You will make more money when you know how to follow the principles of successful speaking and selling. Lastly, you will become a leader of your fellow-men through your ability to arouse and inspire them to follow the highest ideals of life and conduct.

This book appeals to the following kinds of people: first, the man or woman who wishes to study it alone or consult it for help in preparing a special talk; second, members of a group who study it without an experienced leader; third, a class led by a professional teacher.

The following paragraphs offer suggestions as to methods that may be found helpful.

### For the Individual Student

The first five chapters are a general introduction to the subject of Effective Speaking. They may give you more than you can remember at first, but you will find yourself constantly referring to them as you progress through the book, for they offer many standards by which to judge your talks. Chapter VI you may pass over, beginning actual delivery of talks with Chapter VII. Study the suggestions as to what the talk should contain, then read the example. Look through the

daily paper for a short, interesting news item and plan a talk about it, similar to the example given. Do the same with Chapter VIII. Beginning with Chapter IX you will find a chapter or so explaining the theory of a certain part of the subject of Effective Speaking, followed by a series of talks based on that theory. Study the preparatory chapters, then examine the talks to see how they carry out the suggestions made earlier.

Then you should make up your mind to prepare and give one talk a week, adapting it to a group with which you are familiar. If you are going to a meeting of some kind, prepare an appropriate talk, whether you expect to be called on or not. Choose a subject on Monday, say, and sketch out in your mind what ground should be covered. Think about it during Tuesday and make your Working Outline, as explained in Chapter III, on Tuesday evening. Think it over on Wednesday and Wednesday evening do some reading on it at the library or talk it over with some one else, to learn what other people think about it. Thursday evening make the Speaking Outline and talk it over once or twice. Practice again Friday evening, then rest until Sunday afternoon. Give it three times then and you should be prepared to deliver it acceptably when you have an opportunity. Invite a friend to your room or in the course of a conversation say, "Did you see the article in the paper about —," and swing into your talk.

Some people find it helpful to write out the talk before they give it. This may help you, too, but remember that the ideal way is to speak from notes, either on



a card or memorized. Make an outline and talk from it, referring to the written manuscript when you forget, but do not endeavor to learn the speech word for word. Practice aloud before a mirror so that you can watch your gestures and facial expression.

After you have studied and practiced at home you should find some way to use what you have learned. Accept appointment on committees, even volunteer to serve. Take part in discussions at the office, factory or farm. Speak before lodges, young people's societies, clubs. As you learn to recognize good work, you will find it helpful to observe the methods used by good lecturers and speakers.

And then some day your friend will say, "What's the idea in calling me up here every Sunday to hear you give a talk? Do you think you're going to be an orator or something?" And you'll answer, "No, I don't expect to become an orator, but I am trying to improve myself. We've had several good discussions together, haven't we? Why not get some of the other fellows together and start a class? We can meet up here or at the office once a week, have a good time and learn how to speak well besides. What do you say?" And when the group is organized the natural thing will be to elect you president and you will make a good one because you have been training yourself to preside and speak as a leader should.

### **For the Group without an Experienced Leader**

At the first meeting elect a president, vice-president and secretary-treasurer so that your group will be duly

organized. It might be wise to buy a copy of Nanette B. Paul's book on "Parliamentary Law"<sup>1</sup> so that you will know how to elect officers and form a constitution correctly. Her book tells exactly how to do those things.

All members of the group should read the chapters as recommended in the instructions for the individual student. In addition, assign a chapter or part of a chapter to a certain member for explanation and application as he sees fit. Take turns acting as chairman. At the first two or three meetings confine your comments on the talks to a discussion of the ideas presented by the speakers. After three meetings, say, you will have become accustomed to speaking and will not be discouraged by criticism of your delivery. At that time elect a critic to serve for a month, or appoint a critic for each meeting. You may or may not encourage criticism from other members. In criticising, always find something good to say first, then bring in your suggestions for improvement. Always be tactful. Do not make fun of the speaker. Do not be sarcastic.

In criticism, do not say merely, "That was a good talk," but tell why it was good and explain how it could have been improved. Here are some points on which to judge a talk. First, as to its material or content. Was the talk developed correctly and to the right point of completeness? Was it interestingly expanded? Did the speaker realize and express the full significance of the subject? Was the talk long enough but not too long? Did it show careful and sufficient thought? Did the speaker refer to facts and quote authorities where neces-

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<sup>1</sup>Paul, Nanette B., "Parliamentary Law," N. Y., Century Co., 1910, 295 pp.

sary or helpful? Did he say the important things that should have been said on the subject? What additional material or what angle do you think should have been included? These points should suggest the points of criticism for the first few meetings.

Then you may add the points which follow: Watch the organization of the talk. Does it have an interesting introduction? Is the main part well organized, with main and subordinate points clearly arranged? Is the conclusion forceful and effective? Did the speaker use good language? Did he make any mistakes in grammar? How about his sentences? Were they clear or long and involved? Was his thinking direct and straight line or did he wander from one point to another?

Lastly (and this part requires tact) comment on the delivery of the talk. How was the speaker's voice? Did he talk at the correct rate? With good quality of tone? With clear enunciation? Did he open his mouth or talk through his teeth? Was it loud enough? The next point is important: Did he speak with expressiveness in voice? Or in a monotone and with no feeling? Did he make any gestures? Were they suitable? Did they have variety? Did his facial expression change to fit the emotion he was trying to convey? How about position? Was he sincere and earnest in speaking? Did he show an appropriate degree of enthusiasm? Did he speak from notes? Was he as vigorous as he should have been? Did he speak conversationally and directly or in a more oratorical fashion? Other points will occur to you, but these will give you a preliminary list on which to criticise talks.

Divide the time so that each member will speak at every meeting. Five to eight minutes is long enough for the average talk, with a couple of minutes for criticism, though it is a good plan to be lenient in the matter of time during the first two or three rounds of talks. It is a good plan to have class discussion of the preparatory chapters, so that all understand what the next series of talks is to cover. Explain the next assignment in class also, so that everyone understands what is to be done in the next talk.

Here are two important things to remember: first, the critic does not intend to be personal in his comments; second, all arguments and discussions that arise, all comments that are made in the class, are strictly a class affair. If, in the meeting, some one says or does something that offends you or a hot word battle takes place, you must "forgive and forget" when the class is ended. If this is mutually understood, you may have as vigorous an interchange of ideas as you wish and every one can leave the room in as friendly an atmosphere as he entered it.

### **For the Class with a Professional Teacher**

Every teacher has his own ideas regarding the best methods to pursue. It may seem wise to change the order of talks, and to omit some, depending on the composition of the class. It is quite necessary to explain each assignment so that all understand what they are to do in the next talk. No exercises in enunciation or pronunciation have been included in this book, because most men wish to devote their time to the preparation

and delivery of speeches rather than to vocal exercises. Of course, if a man is deficient in enunciation, grammar or pronunciation it is wise to give him special training, but in general the selections for reading and practice will be found sufficient.



## CHAPTER I

### VALUE OF THE ABILITY TO SPEAK EFFECTIVELY

#### Personal

The fundamental benefit that comes to you through development of your ability to speak effectively is in the personal improvement you will make. You will improve in two important aspects. First, it will be necessary for you to read the newspapers, magazines, and books that other people read and to discuss the ideas you gather with other people. This part of your improvement is necessary in order that you may have material for your talks. Second, you should take advantage of every opportunity to use what you are learning. If you belong to a club or a lodge, take part in the discussions. The first time or two you may be self-conscious, but keep at it and you will find yourself speaking easily and effectively. If you are a member of a group studying Effective Speaking be prepared to speak at every meeting. Do not let criticism upset you. Your friends are not making fun of you nor are they trying to hurt your feelings. They are simply pointing out where or how you should improve. This part of your improvement depends greatly on the first part, for unless you have something to say, know it definitely, believe in it to the point where you wish to express it to other people, you will not speak with the greatest effectiveness. Throughout the course, therefore, you will find sugges-

tions on finding material, analyzing it for ideas, and helps in thinking what to say about a topic. You will probably find it necessary to enlarge your powers of observation; you may need new words with which to express what you see and read; you will develop the ability to use voice, arms, face, body, in proper expression of your ideas and emotions. All these changes will react on your mind and heart, stimulating your mental processes and deepening your emotions. Because of this change which will result in you—in your personality—in your innermost self—I say that the personal improvement you will make is the fundamental benefit from the development of ability to speak effectively.

### Business

I shall mention only two of the outstanding ways in which you will use effective speaking. Most of us are compelled to earn our living, so that anything that helps us in business will be a welcome addition to our earning power. Ability to speak well to one man or a thousand is an invaluable asset to the business or professional man. Careers have been made and broken by success or failure in effective speaking. At the risk of sounding like a “before and after taking” advertisement, I wish to tell about a couple of men who profited by their study. One man was driving a laundry wagon ten years ago. He changed to a wholesale hardware firm. Then he decided to become a salesman. He was a poor speaker but he worked hard and made great personal improvement. I lost track of him for several years. One day we met. He said he was acting as field

organizer for a large group of salesmen, handling stock in a large packing firm. Another man was selling cutlery in a wholesale house. He wanted to be a traveling salesman. He was awkward, ill at ease on the platform. He studied for two years. The war called him. He took special automotive training. After his discharge he went into automobile selling. One day he came to ask for help in preparing a talk. Incidentally he told me he was going up to sell the Governor a sedan. Many other men, from clerks to managers of factories, milk drivers, physicians, students, lawyers, tire salesmen, dentists, and, although you may think them naturally proficient, two barbers took the course with profit.

### Leadership

The second chief use of effective speaking should be in leadership.

How large a percentage of people of your own age are working and playing for practically all their time? To reverse the idea, how many are studying as you are? You will realize that you who are developing yourselves are very much in the minority. Do you also realize the great advantage you have over the others? They are not trained; you are. They are not prepared to meet an unexpected call; you are. They are not developing mentally and spiritually; you are. But your advantage carries with it a responsibility. Since you are trained, prepared, and developed your friends will naturally look to you for help. They will call on you for talks; they will ask you to preside at meetings. You will be appointed to committees; you will be elected to positions of trust and honor, all as a result of your

personal development. What is equally important, you will fill those positions with credit to yourself and those who put their confidence in you. Why? Because you are prepared thoroughly through your personal development. Our country needs the right kind of leadership; the state needs it; the city needs it; your church needs it; your lodge needs it. As a man trained for leadership your associates look to you.

## CHAPTER II

### FIVE CO-OPERATING ELEMENTS OF AN EFFECTIVE SPEECH

Five elements, properly combined, make a speech effective. The first three determine the last two to a great extent, but all must work together for greatest success. The five elements are the audience, the occasion, the purpose of the talk, the theme (or topic, or subject), and the speaker.

#### The Audience

The first element we shall consider is the audience, for it is the audience with whom the speaker works; it is upon them the desired effect or purpose must be produced. The principles we shall follow can be used with equal effectiveness whether the audience is composed of only one man across the desk from you or ten million listening to an Inaugural Address. You should consider two points with regard to the audience:

##### *1. Consider the experiences of the audience.*

What has been the training of the people to whom you will speak? Grade School? High School? University? Are they mechanics, teachers, clerks, executives, high school boys, preachers, dentists? Have they traveled? In what are they interested? Do they understand allusions to literature, golf, baseball, swimming, the court-room, the chemical laboratory, current events, art, or politics? For upon your ability to estimate these and other parts of their experiences and training will depend to a large extent the success with which you adapt your talk to them. You cannot



change the audience to fit your talk, you must fit the talk to the audience. You may lead them into a new field of thought but you must start with them where they are. You may, at the close of your talk, soar into the blue heavens but at the first of your talk you must "take-off" from the solid earth of past experiences.

2. *Consider the attitude of the audience toward*

(a) Your subject. They may be

- (1) Open-minded. In fact, they usually are ready to listen. They are glad to hear new ideas or old ones well told.
- (2) Favorable to your proposal. It is wise, of course, to choose a purpose in accord with the beliefs of the audience.
- (3) Unfavorable. Sometimes it is both necessary and wise to present a plan which will be opposed by a few or many of the hearers. It is seldom, indeed, that the prospect wishes to buy life insurance, a vacuum cleaner or a carload of farm machinery when the idea is first presented.

(From this early introduction of the choice of subject you will realize that preparing a talk cannot be done according to a definite order as a house can be built. Speech preparation requires flexibility and adaptation at every stage.)

(b) Yourself. Again they may be

- (1) Open-minded. They have probably never heard of you before, may never hear or see you again, so they are saying, "Here we are. We don't know you, and if you 'make good' we'll applaud you. If you bore us, we'll still be polite and in either case we'll soon forget you. Now, let's see what you can do."
- (2) Favorable. In speaking to a group of friends or to a sympathetic audience you may sooner

move into your main idea. You know your stories will be well received, that your statements will be accepted.

- (3) Unfavorable. Occasionally you will be called upon to address an audience which knows that you are opposed to their ideas. Such a situation requires tactful handling and will be discussed in detail later.

### The Occasion

The second element is the occasion. Where and when are you to give your talk? At a luncheon or service club? At a church? To a young people's group? Is it to be an after-dinner occasion? To a women's club? In a high school assembly? The occasion will obviously affect your choice of words and illustrations, as well as your manner of delivery. Try to anticipate what the spirit of the occasion will be. Many times you can influence that spirit to fit in with your own desires. You can liven up a quiet group by telling a few good stories, or you can calm a hilarious crowd by a serious, deliberate introduction. Plan the speech so it will harmonize with the occasion with as little change in the normal spirit of the meeting as possible.

### The Purpose

The third element is the purpose of the talk. The effective speech accomplishes a definite purpose with the audience. You cannot merely "talk" for ten minutes. You must leave a definite impression on the audience. You must put a message across to your hearers. Your speech must be aimed to produce a desired effect and it *must produce* that effect. Arthur Edward Phillips, one

of the earliest students of the principles of Effective Speaking, fixed upon the following five purposes. Other investigators have chosen others, but these are quite practicable for our use:

1. **CLEARNESS**—to explain a machine, process or idea to the audience. You may explain how a safety razor is constructed, how to put up tomatoes by the cold-pack process or what you mean by socialism.

2. **IMPRESSIVENESS**—to have the audience feel the importance of an idea. By means of facts, quotations, and other forms of development, you impress upon the audience the importance, meaning, and significance of a great truth, of an event, of a course of action.

3. **BELIEF**—to persuade the audience to agree with you. Through appeal to the emotions, prejudices, and feelings of the audience you persuade them that the course of action or thought you uphold is right.

4. **ENTERTAINMENT**—for enjoyment. Not necessarily, nor exclusively, humor. You wish to entertain your audience. You may tell of your travels, describe some interesting person or place or tell a funny story.

5. **ACTION**—to persuade and convince the audience to do something. By combining facts and emotional appeal, by arguing and pleading, by use of humor and exaggeration you move the audience to vote for your candidate, give money to the Community Chest, subscribe to a magazine or in any way give time, thought, money, or other support to the plan you present.

It is obvious that the purposes may be combined for a final effect or purpose. An Action talk may use Clearness, Belief, and Entertainment as subordinate purposes. Impressiveness may use Clearness and may need Entertainment for contrast or to liven the talk. Sometimes the audience and occasion may influence the purpose. At a convention you would impress some prin-

principle of the organization upon the delegates. In a Sunday school class you would endeavor to have members believe as you believe. At a banquet you would try to entertain those present. In speaking to a group of salesmen beginning work in your firm, you would explain their duties, your product and your policy. In addressing a mass meeting called to raise money for the purpose of purchasing a local playground, you would endeavor to persuade them to give money to the project. So you must choose a purpose that will be appropriate to the audience and occasion.

Sometimes you will be asked to repeat a talk to a different audience, but on a similar occasion, as a lecturer speaks to various audiences in different cities. Of course generally, in such a case the audience know your purpose and come to hear you because of it. They want to hear you tell about your travels, present your views on European conditions or how to raise children and you will retain the same purpose and subject matter in all your talks.

Sometimes a definite purpose must be followed, regardless of the audience and occasion, as in a campaign. You may be speaking in favor of a Community Chest campaign. You must persuade people to agree that they should contribute and you must do it whether talking to a church group, a luncheon club, or an office force. You will change the material you use to fit the audience, but will always work toward the same purpose.

Of these first three elements, then, the audience and occasion usually determine the purpose, though the purpose may sometimes dominate the other two. The next

two elements are nearly always determined by the first three.

### The Theme or Subject

The theme, subject, or topic is fourth. What will you talk about? That is the question that faces every speaker. What subject will achieve the result you want? What topic will carry your purpose home to the audience? What theme will you develop? What central idea will best hold the interest of the audience and enable you to make your talk effective? We shall discuss the choice of subject under two heads:

1. When the subject is assigned you. Once in a while you will be asked to talk on a certain subject. Your audience is interested in some phase of your work, or some topic is related to an event or proposal with which they are familiar so they ask you to discuss it.

2. When you choose your own subject. Usually you will be asked to speak to a club or a meeting from three days to a week after you receive the invitation. Rarely, you will be asked a month in advance. Find out, if possible, who have spoken to the group recently, their subjects, the motive which calls the club together, the general type of subjects they like, then choose a subject that will meet as many of the requirements as possible. Lists of possible subjects will be given you later. In this chapter we shall discuss the general requirements of subjects.

- (a) Choose a limited subject from your own work or experience, or one in which you are interested. In one class a dentist chose for his first subject, "Three Ways to Escape from a Submarine." He had secured his material from an old Encyclopedia Britannica, so the material was old, he was not interested in it, yet for fifteen minutes he told us what he had read. For his last talk of the course he spoke for six minutes on "Oral Hygiene." After he finished, the other members asked questions for ten minutes



longer. He did not realize how much more of himself was in the last talk, how much more vital he made it, how effective it really was. You will be given one assignment in summarizing a magazine article, for a definite reason, but do not form the habit of relying on some one else for your ideas, even the words to express them.

(b) A subject is "limited" when it is of such size that it can be adequately developed in the time assigned. Often you will be expected to talk for twenty minutes, but more often five minutes will be the limit. Do not talk too long. The speaker who was to address a college chapel once asked the president how long he should speak. "Well, I think it is generally agreed that no souls are saved after the first twenty minutes," was the reply. For some men twenty minutes is too short a time, for others two minutes is too long. Stop before the audience expect you to, rather than after they hope you will. Do not expect to cover "Politics" in five minutes. You can say a few generalities in that time, but you are supposed to say something that will stick like a sandburr to the minds of the audience. Limit the subject to "The Political Situation in Our Ward" or "The Chances for Success of the Republican Party in the State Senatorial Race" and you will say something specific and worth while. When the housewife makes hot biscuits she takes a little wad of dough out of the large mass on the board, but she knows that when the heat of the oven has been applied to it the finished product will be just the size a biscuit should be. Do the same with your subject.

### The Speaker

The fifth and last element is the speaker himself. He is of course, very important, sometimes most important, for people will travel many miles to hear a great lecturer, preacher, or statesman. Usually, however, the speaker should subordinate himself to the other four elements. Choose a purpose which will fit in with the audience and occasion and reach that purpose through a subject with which you are familiar. Develop

it in such a way that the audience will understand it. It is comparatively easy to decide on the purpose of a talk. The audience may be observed and its general tendencies noted. But many of us are unable to appraise our own qualities and unless we have a friend who will tell us frankly what our strong and weak points are, we will not know them for we cannot see them ourselves. The personal criticism by an instructor is a large influence in determining the personal development made by the student. Many qualities might be mentioned. A few of the most necessary ones are:

1. **SINCERITY.** You should believe in what you say. You should, of course, be sincere in all you do and say. Especially, you must believe in what you say before a group of people or at some important point of your talk your very words will feel they are being uttered without belief and they will desert you.

2. **EARNESTNESS.** If you are sincere in belief your voice will of itself deliver your ideas with true earnestness.

3. **SIMPLICITY.** As nearly as possible speak to your audience as if you were addressing a group of two or three friends. You will need to speak louder, with greater changes of voice and facial expression, but so far as possible speak in a conversational manner. At least, base the manner, required by the conditions under which you are speaking, on the conversational manner.

4. **SELF-CONTROL.** Keep control of your emotions. Tell a funny story but do not laugh at it yourself; relate a heart-touching scene but do not give way to tears. Sometimes, however, you will hear a very effective speaker break these rules, being governed by his knowledge of the audience.

5. **SENSE OF HUMOR.** A sense of humor is frequently needed. Some interruption occurs, you misuse a word, a late member sits down on a squeaky chair, any of which arouses smiles on the faces of your auditors. Recognize the interruption, make some comment

on it, your audience will be satisfied and again give you full attention.

6. **PERSONAL MAGNETISM.** You know people who have it and you know people who do not have it. And that is about as near as you can define it. Cultivate the admirable qualities you lack, weed out the negative qualities you observe in yourself or are told you have. Personality is the sum of all you are, and do, and think, and feel, and hope to be.

## CHAPTER III

### HOW TO PREPARE A TALK

There are five main steps in the preparation of a talk.

#### Preliminary Statement

Make a preliminary statement considering the points that were cited in Chapter II, and one other.

1. **THE AUDIENCE.** Put down in plain words the characteristics of the audience you expect to address.

2. **THE OCCASION.** Visualize it as completely as you can, how the people will look, what they will be talking about just before you speak, what the general spirit of the gathering will be.

3. **THE PURPOSE.** Decide on the purpose that will best fit in with the audience and occasion.

4. **THE SUBJECT.** Some speakers find it helpful to state the central idea in one sentence. "You should buy this machine because it is priced fairly and will give you good service." "You should agree with my statement that we need a playground." "The successful man is not the rich man, nor the famous man, but the unselfish man." This sentence gives the main reasons and shows plainly what the purpose of the talk is.

5. **THE SPEAKER.** Measure yourself to see where you stand regarding the qualities mentioned on the two preceding pages.

6. **THE TITLE.** Many times you will be asked, "What are you going to talk about?" Prepare a short, interesting title. It may be part of your central idea sentence or may be a variation of the same idea. Make it short and if possible, give it a twist that will apply it to the audience you will address.

This list can be made on a sheet of paper, or simply in your mind, but you should consider all these points for every talk you make if your talks are to be most effective.

### Working Outline

Make an inventory of your stock of knowledge on the subject by means of a Working Outline having:

1. AN INTRODUCTION. The purpose of the Introduction is to arouse interest in the talk, to have the audience feel it is worth while to listen to you. Usually state the subject in the Introduction. People cannot read your mind, so they will not know what you are talking about if you do not tell them.
2. A BODY OR DISCUSSION. Its purpose is to put the idea across.
  - (a) In it you should observe four principles:
    - (1) Unity. Have one idea and its logical subdivisions. Do not make mince-meat of your ideas, serve only meat in one talk, apples in another, and raisins in a third. Of course, you may have different kinds of meat in one talk, or big and little raisins in another. I shall stress this point later.
    - (2) Coherence. Have the talk stick together. Connect the different paragraphs and parts so one leads to another.
    - (3) Emphasis. Give the correct place and proportion to important ideas. People give their best attention to the first and last of the talk. So put your most important ideas in those strategic points. Use less important points in the middle of the talk. That which you talk about longest will seem most important. For best emphasis, therefore, put



your most important points at the last (for a climax) and talk about them longest.

- (4) **Progress.** The talk must "get somewhere." Do not repeat the same idea over and over again. Have a definite goal toward which you move along a well-determined path.

3. **A CONCLUSION.** The purpose of the Conclusion is to leave an impression of satisfying completeness when the speaker stops talking. More talks are ineffective because the speakers do not know when and how to stop than for any other reason. They ramble on and on like a child lost in the woods, without a plan or purpose. The minister's son once told his father, "That was a good sermon this morning, dad, but you went by three fine places to stop."

- (1) The conclusion should be a natural, logical ending. Don't close a serious talk with a humorous story nor a talk on "Prohibition" with a few remarks on the tariff.
- (2) In the conclusion you may summarize what you have said; you may contrast the talk you have given with actual conditions; you may apply a principle you have been discussing; or you may make an appeal for action.

### Special Knowledge

Add Special Knowledge after you have put down all you can think of about the subject. Look up new information in the encyclopedia, or current magazines, and secure interesting facts from authorities on the subject. Formulate attention-compelling statements and phrases. Do you know that the bee leaves its stinger in your finger and that the stinger has little independent muscles that automatically squirt the poison into your finger after the bee has gone? Your words must work similarly on the minds of your audience—at least so far

as the automatic part is concerned—you are not supposed to poison people, of course.

### Speaking Outline

Make a Speaking Outline on a card. Make your Working Outline on a large sheet of letter paper, leaving space between the first lines you write down so you can fill in with other ideas. Some people can write down their ideas in logical order at once. Others must write down ideas as they come to mind, then sort out the important and subordinate, perhaps, copying and recopying several times until the outline is in final form. Put this final outline on a 3 by 5 filing card. It is a convenient size and has room for the main points of an average talk.

Here is a sample of an outline such as might be used for giving the talk on two points of interest that appears in Chapter VIII. If the outline were typewritten on a 3 by 5 card, it would occupy about three-fourths of the card, as shown on opposite page.

Put down the words or phrases that you need to call to mind what you want to say. As soon as you can, learn the outline and speak from memory of it. Until then use cards for your notes. You can slip them beside your plate, or hold them in your hand and the audience will not notice them.

### Practice Aloud

Practice the talk aloud. Oral practice is the only kind that is at all helpful. You can think of more things in five minutes than you can say in an hour. The average person speaks from one hundred seventy-five

## TWO POINTS OF INTEREST

## Introduction

Auditorium

Capitol

## Discussion

Auditorium

Location

History

Cost—\$400,000

Divided

Stage

Capitol

Location

Gilbert

Size—433 by 228

Gold horses

Total cost—\$4,500,000

Describe interior

## Conclusion

Summary

to two hundred twenty-five words a minute. So in five minutes you can speak from 875 to 1,125 words, about 1½ pages of single-spaced typewritten material. It is frequently more difficult to think of the exact word when you are speaking, also, so you must practice aloud for best results.

## CHAPTER IV

### HOW TO DELIVER A TALK

There are four ways in which you may deliver your talk.

#### Impromptu

Teachers of Effective Speaking use "impromptu" to designate the talk that is given without much special preparation. Impromptu talks are sometimes called for as a class exercise. Slips of paper bearing subjects are handed to students or drawn from a hat, and each person speaks as soon as he receives his subject. Unless a student has thought about the subject previously he is likely to make a poor talk. A man experienced in public life may make an excellent impromptu talk, yet it is usually on a subject with which he is thoroughly familiar. One of the best talks given in a successful class shortly after the war was an impromptu in the sense that the speaker selected the topic on the way from his seat to the platform. The subject, however, was, "My Experiences in the Air Service." So it was not a true impromptu.

#### Memorizing

You may memorize part or all of the talk. This method has the advantage of exactness, for it may be prepared as carefully as the talk to be read, but it has the same disadvantage of lack of flexibility. Nothing is

more disastrous to the speaker and his effectiveness than to forget a word. The worst example I have seen was in an inter-class debate. For one torture-packed minute the speaker stared at the audience, reddened slowly from neck to brow, ineffectually started and choked, finally said, "Well, I guess I've forgotten it," and sat down amid a painful silence. You must have your talk letter-perfect if you are to put any feeling in it. Most speakers are so busy thinking of the next word they can't give any attention to delivery.

### Reading the Talk

You may write out the talk and read from your manuscript. You will be certain to say exactly what you want to say, but you will not be able to speak directly to the audience. Have you ever had to listen to a minister read his sermons? Do you remember how difficult it was to pay attention to him? And how monotonously he read? Once in a while he looked up and still less frequently he paused in his reading to give a thought that had occurred to him as he read. In those interruptions he looked directly at you and spoke with much more earnestness. Your talk, if you read it, will be as lacking in directness and force as was his. At first, it may be wise to read, but as you develop confidence, look less and less at your notes, working toward the ideal method discussed next—that of speaking from an outline, either written or memorized.

### Extempore

This method is best, although most difficult. It is the plan recommended by the majority of teachers, and



the one used by most experienced speakers. It requires careful outlining as given in these lessons, and it requires oral practice. But it has certain outstanding advantages:

1. It is flexible. At first you may be bothered by the presence of the audience. Later you will, as one student said, be "stimulated, not non-plussed" by the audience. You will think of better things to say while in front of the audience than while practicing before your mirror. You will receive encouragement from their eager interest, you will feel they are "with" you and will surprise even your sweetheart if she is among those present on the auspicious occasion.

2. It is direct. You can look at the audience practically all the time, for a glance at your notes will give you the next idea. Hold your card in your hand or lay it unobtrusively on the table in front of you.

3. It is personal. Since you can change the wording to fit the best expression of the moment and since you can look directly at the audience you can speak to them as if you were speaking to one person. You can and will use the same manner you do in conversation. The audience will feel the influence and contact with your personality. They will be moved by your warmth and respond with applause and approval.

## CHAPTER V

### SPECIFIC SUGGESTIONS

Here are a few specific suggestions. Some repeat what you have already been told, others anticipate future advice, but all are essential:

1. Be ready when called on. Have your talk adequately prepared. Clear your lap of books, papers, and hats.

2. Walk up in a business-like fashion. Don't drag your feet or walk as if you had the hookworm.

3. Look the audience over for an instant, then begin. Take a direct glance at them before you say a word. Then let your eyes rest about the center of the group. Speak slowly and distinctly at first. They must become accustomed to your voice, enunciation, and manner before they can understand you perfectly.

4. Speak loudly enough so the rear row can hear you. This rule fits any size of hall. In a college assembly, for example, stragglers will drop in to see if it is worth while staying. If they can't hear you they will leave, causing further disturbance.

5. Speak distinctly, therefore not too rapidly. Determine the maximum speed at which you can speak distinctly, then don't exceed it. If 100 words per minute is your limit, don't speed up to 125. If you can say 300 clean-cut words in one minute—well, don't use the wide-open throttle too much.

6. Speak with enthusiasm. Believe in your subject, know your subject, master it—then let it master you. Vary your rate, look at different people in the group, use gestures; your enthusiasm will communicate itself to the auditors and spectators (for you are appealing to both ear and eye), their interest will encourage you and you will do your best work.

7. Watch position, have the back of your neck against your collar button. Professor Houghton at Wisconsin made this suggestion, "Let your head drop forward. Note how your chest contracts, body droops, entire position is poor. Now straighten up. Feel the difference?"

8. Use a few gestures. If you make gestures naturally, use them. If you don't, you'll learn later.

9. Have control of yourself. Divide your mind into three parts: one to watch ideas, one to watch delivery, one to watch the other two. As a farmer pulls the reins to keep the old horse and colt pulling evenly, so you must watch your ideas and delivery of them to keep them matched.

10. Talk directly to the audience. Look them in the eye. Don't watch the door, or the ceiling, or the trees across the street—watch the audience.

11. Have the introduction and conclusion well in mind. Then you can be certain to begin and end effectively. And if you are really interested in what you have to say the main part of your talk—what is called the discussion—will be well done.

12. Follow your outline. You have prepared it carefully, now stick to it. Watch for unimportant digressions, especially. After more experience you will be able to return after such wanderings, but at first stick to the path you have outlined.

13. Finish strongly. Have a climax in both ideas and delivery. Don't weaken at the last. Remember Walter Johnson and the World's Series?

14. Return to your seat briskly. This may be unnecessary advice. Whether you are satisfied with your talk or not, act as if you were. Walk back to your seat as if you had enjoyed the experience. It may be that your knees have been applauding every word you said. Don't worry about that. Nobody else heard them. And if the cold sweat has broken out on your clammy brow, say to your neighbor as you sit down, "By George, I wish I could speak again tomorrow. This is great sport."

The point is this: The only way you can learn to speak effectively is by practice. If you feel that the benefits are worth the effort, persevere, and in a surprisingly short time you will find you like it.

## CHAPTER VI

### INTRODUCE YOURSELF TO THE CLASS

If you are studying by yourself you will not need to give this talk. It is useful, however, in a group. It enables each man to give his first talk on a subject with which he is familiar, and enables the members of the class to learn one another's name, face and background.

#### Ideas

First, give your name, slowly and distinctly. If it is spelled in an unusual way or if other people have trouble pronouncing it, spell it and pronounce it again. Tell where you were born (not necessarily when), where you received your education, your business experiences, your travels, your present occupation, your position in the firm, perhaps, something of your future plans. This series of talks will be given to acquaint the members of the class with each other. You are expected to learn the members' names as soon as possible so you can address each by his correct name.

#### Delivery

Speak slowly at first so the audience can become accustomed to your voice and manner. Look directly at them; form the habit of directness from the first. Stand so your weight is evenly divided between your feet. You may have your feet close together or a few inches apart and one foot may be slightly in advance of



the other. Remember about the neck and the collar button. You are not giving a speech; you are simply telling these potential friends who you are and they are going to introduce themselves as soon as you finish.

When the chairman calls on you to speak, rise at once and say, "Mr. Chairman." If a lady is presiding say, "Madam Chairman," whether she is married or unmarried. If the presiding officer is the president, address him by his title as president. As soon as you address him, he will repeat your name. This is called "being recognized by the chair." You will then advance to the front of the audience and address them. "Gentlemen," "Ladies and gentlemen," "Friends," "Fellow members," are a few of the forms of address you may use. This form of introduction should be used, although it is not printed in the examples in this book, because of the variation in forms that is necessary to fit the audience.

#### EXAMPLE

My name is John Brammton, spelled B-r-a-m-m-t-o-n. I was born in Greeley, Iowa, and received my grade and high school education there. I attended Iowa State College two years, then enlisted in the army. I spent nine months in France without getting up to the front. I did spend the Armistice day in Paris, however, and I may tell you about that later. After the war I worked two years in a wholesale grocery house in Des Moines. Then I finished my college course by two years at Minnesota. At present I am with the Armour Co. in South St. Paul in their buying department. As to my future—well, I'm unmarried and I guess a lot depends on the girl I get.

## CHAPTER VII

### READ AND DISCUSS A NEWSPAPER CLIPPING

Find a short, interesting news item, two or three inches long. Cut it from the paper, pin or clip it to a 3 by 5 card, read the clipping from the card, then give a one to three minute discussion of it.

#### Ideas

You will find the ideas for this talk in the clipping. Comment on the item, show how it affects your audience, tell why you chose it, explain its relation to some other current event, connect it to something in which they are interested. The clipping is to give you a good start for your comments and to provide you with something definite for your first talk. If you have room at the bottom of the card, jot down three or four sentences that will suggest what you wish to say.

#### Delivery

Read the clipping slowly and distinctly, looking up as much as possible while you read. Read loudly enough so all can hear you. In the discussion look directly at the audience.

#### EXAMPLE

This item was taken from the *Morning Telegram* for September 24. "Roger Peckinpaugh of the Washington Club tonight was selected as the most valuable player in the American League for

the 1925 season by a small margin over Al Simmons, youthful star, who has been shining in the outfield for the Athletics. Peckinpough, just finishing his fifteenth year as a major league shortstop, was given a total of 45 points out of a possible 64."

Every year a committee composed of one veteran baseball writer in each city of the American League chooses the player who has been most valuable to his team that year. This year the honor goes to Peckinpough of the Washington Club. It is a fitting honor to be bestowed on him at the expiration of fifteen years of service. It places him well up with the other leaders of the game, such as Sisler, Ruth, and Walter Johnson, who won the award in former years. We like to know who is the best in any activity and this award recognizes the outstanding player in one of the big leagues. The knowledge that he is a candidate for such an award must stimulate every player to his best efforts. While Peckinpough may not be the hero that Ruth and Johnson were at the time of their selection he has been an example of a type that is just as essential to a successful team, the steady, dependable player, who poles out the hits when they are needed and doesn't kick the ball away in a tight pinch. Most of us are not in the genius class so Peckinpough's success should be an encouragement to every man to do his work day by day to the best of his ability and some day, he, too, will receive the award for steady, consistent work that he well deserves.

## CHAPTER VIII

### TWO POINTS OF INTEREST

The purpose of this assignment is to impress upon you through a simple talk two qualities a speech must possess.

#### Orderliness

Every talk must be well arranged. It must have main and subordinate points in the correct relation. It must show that you have carefully prepared the outline for the talk. The inexperienced speaker tells everything he thinks about. He has not learned to select the important and omit the unimportant. He talks for twenty minutes about minor details whereas an experienced speaker would choose the high points and present them vividly in one-fourth the time. The beginner frequently talks about one phase of the subject, moves to another, then returns to the first. Seven simple ways of arranging points are given:

1. **CHRONOLOGICAL.** In telling about an event, give the details as they happened in time order.
2. **NEAR TO FAR.** In describing a scene, begin with points near the spectator, move to those farther away.
3. **LOW TO HIGH.** Start with the foundation of a building, then the main floor and up to the flagpole.
4. **SIMPLE TO COMPLEX.** Start with the simpler parts of a machine, or explain the larger principles on which it operates, then take up the more intricate forms. Present the arguments which will

be easily understood first, then those that are more difficult. This is the teacher's method. He demonstrates a simple problem, then combines the two and so leads the student into the most difficult questions.

5. **KNOWN TO UNKNOWN.** In explaining a new game, compare it to one with which the hearers are already familiar. Begin your description of a new house by saying it is like one your friend has seen, then point out the differences.

6. **CAUSE TO EFFECT.** Explain the causes of a certain action, then the results. Tell what you propose to do, then show what the effects will be.

7. **LOGICAL ORDER.** Arrange the points in order of their importance. Put the least important first, building up to the strongest point at the last. Arrange the points so the talk will have a climax. Let one idea lead into the next, so that one grows out of another.

### Interestingness

The effective talk must be interesting. It is an unusual speaker, indeed, who can speak to an audience for thirty minutes without change in rate of utterance, position on the platform, or variety in sentence structure and yet have all his hearers as wide awake at the end as at the beginning of the address. Variety makes a talk interesting. The necessity for interestingness may be overemphasized in these lessons, but we find newspapers sending special correspondents to all corners of the globe for news of people who are different from ourselves. We may have the same general cut to our clothes, but through neckties, hats, or socks we try to have a touch of individuality in our dress. Shakespeare said that Cleopatra's charm lay in her "infinite variety." We shall discuss this point at greater length under the general purpose of talks for entertainment. This para-



graph is to advise you at this early point to choose subjects that will be interesting to your audience and present them with variety in thought and delivery.

#### EXAMPLE

The two points of interest I have chosen are the St. Paul Auditorium and the Minnesota State Capitol. The St. Paul Auditorium is located between 4th and 5th streets and Franklin and Washington Avenues. It was a gift to the city of St. Paul by its public-spirited citizens. In 1906 the city appropriated \$60,000 to purchase the land and \$400,000 was raised by subscription. The Auditorium is one of the largest in America. It is divided into two parts. One part forms a complete theatre seating 4,000 persons, with a parquet and two balconies. The stage is large enough to accommodate hundreds of singers or actors at once. In fact, it is the only stage on which Grand Opera can be presented in the Twin Cities with adequate settings. By an ingenious mechanical arrangement the boxes and front balconies of the theatre may be swung back against the main wall of the Auditorium and the curtains and scenery lifted up into the ceiling, giving a clear hall a block long, 150 feet wide and capable of seating 10,000 people. A municipal organ, also the gift of St. Paul's citizens, adds to the value and enjoyment of the building. The Auditorium is one of the show places of the city with which we should all be familiar.

The State Capitol is built on a commanding hill a few blocks north of the business district. This splendid structure was designed by Cass Gilbert, one of America's outstanding architects. Work was begun in 1896 and the building was first occupied in January, 1905. It follows the usual style of architecture for such buildings, being patterned after the National Capitol at Washington. It is 433 feet from east to west, and 228 feet wide. The inside of the rotunda is decorated with many wonderful paintings, both symbolic and actual. Four gold horses stand above the main entrance. Their gold leaf covering cost \$15,000, which gives you some idea of the magnificence with which the building is decorated. The total cost of the structure was \$4,500,000. Designed by one of our greatest

architects, constructed of material brought from every corner of the globe, marble from Tennessee, from Greece and from Italy, granite from Vermont, faced with our native Minnesota stone, its wide, sweeping stairways, spacious halls, priceless mural decorations and stately rotunda combine to express the Spirit of Minnesota in a most impressive manner. I chose to tell you about the St. Paul Auditorium and the State Capitol because I feel they are emblematic of the great city and the great commonwealth in which they are situated.

## CHAPTER IX

### PREPARATION FOR TALKS HAVING CLEARNESS AS THEIR PURPOSE

In order to be able to explain a machine, process or idea with clearness we must develop still further our ability to analyze facts and ideas. We must also develop a vocabulary which will contain the words needed to express our thoughts. We must now begin to train our voices so that we can speak distinctly. All this development contributes to clearness.

#### Analyzing Ideas

Develop the ability to analyze ideas. As you read through a well-written story, magazine article, or book you will find that many paragraphs can be summarized in the first sentence of the paragraph. If no sentence occurs at the beginning or end you may have to form one of your own. Practice this analysis of paragraphs on the news items, business articles, and editorials that you read. Sift out the author's thought and express it briefly yet completely in your own words. After you have read a complete article summarize the main points in a brief review. Arrange the points as you would give them if you were to summarize them for a friend. Though you may not use the material at the time, it will come in handy at a later time.

## Outlining Talks

Detailed suggestions on outlining talks. The three parts of the talk were mentioned in Chapter IV. We shall now explain more fully their nature, purposes and methods.

A. THE INTRODUCTION. Its purpose is to arouse interest in the talk. In the examples of talks so far given you the subject has been stated in the first sentence. We shall now work for variety. In many talks you will find the statement of the subject withheld until the last of the Introduction in order to arouse suspense in the minds of the audience. There are six things you need to consider in planning your introduction:

1. The audience and their attitude toward the speaker and subject, favorable, open-minded or unfavorable.
2. The occasion. Your first words and manner must fit in with the occasion, the other speakers and the general tone.
3. The purpose. Be sure your introduction points the way toward your final purpose.
4. The central idea. You must, of course, have an introduction which will lead into the central idea smoothly.
5. Your temperament. Review the suggestions in Chapter II.
6. The time at your disposal. From a quarter to half a minute in a five-minute talk, two or three minutes in a twenty-minute talk, may be devoted to introduction. Divide the time wisely among the three parts of the talk.

Here are ten effective ways of introducing a talk:

1. Start on common ground. Connect your opening remarks to the idea or emotion that is uppermost in the minds of the audience.
  - (a) Refer to attendant circumstances or the remarks of the previous speaker or the chairman. The audience are thinking about what the chairman said in introducing

you. In a pleasant manner return any compliment he may have paid you, express your pleasure at being present or turn some witticism he may have used.

- (b) Refer to the immediate surroundings, if you can find something in them that can be fitted into your talk.
- (c) Refer to a current event. Be sure it is one that will be generally known, however, or you'll find you've coupled your train to a steamless locomotive.
- (d) Use a literary quotation. You must be even surer that the audience are familiar with it than with a current event. Don't try to exhibit your familiarity with literature by saying, "You will remember that Socrates says in his essay on Friendship." Such a patronizing introduction offends those who have not read the essay.

2. Complimentary opening. This method must be used judiciously. A few sincere words of praise or commendation for some project accomplished may be used effectively, but seldom flatter the audience.

3. Narrative or descriptive opening. Tell an interesting event or describe a scene that will lead into your talk. Be sure the story fits the talk.

4. Promised gain. This is an effective opening. If you can say in your opening words that your hearers may expect to make money, save time or secure advancement as a result of listening to your talk, you may be sure of good attention.

5. Use a striking statement. If you can use a startling fact or a compelling thought in your introduction, do it. Of course, you will have to live up to the introduction, you cannot drop to a lower level successfully.

6. An accepted truth. State a truth or principle which everyone will accept without argument. "Honesty is the best policy," "Reputation is what people think we are, character is what we really are," "No two men are alike," or some great truth from the Bible or a statement by some great man of the past like Washington or Lincoln will at once put people into a receptive mood.



7. Tell a good humorous story. For certain types of talks a story is an excellent introduction. Tell one or several that lead into the central idea. Whole-hearted laughter is an excellent means to make people give up their individual thoughts and feelings to those of the crowd, and laughter will weld a group together quicker than almost any other method that can be used.

8. Arouse suspense. This is an effective way to introduce a talk. Paint a picture in such a way that people will wonder what its central subject is to be, describe a thrilling scene in which your hero is to show his character, tell an outstanding quality or characteristic of a farm or a car before you tell us the name of the car or the exact location of the farm, paint the beauties of a lake lot before giving us its location and cost—in some way arouse our curiosity. Of course, you must satisfy that curiosity in your talk, but have a strong introduction and you can more readily make a good talk to follow it.

9. Do not apologize. Whether you have had a week or an hour for preparation do not begin by apologizing. If your talk is poor, they'll know it without being told. On the other hand, you may give it better than you think you will. In any case, why handicap yourself at the very start?

10. Do not state your full plan. Hold back your points. Give them one at a time, but do not reveal your whole talk in your first words.

**B. THE DISCUSSION.** The discussion is the main part of the talk, usually the longest part. In it you expand your ideas, give your facts, and quotations, take up each part of the central idea. In it are your facts, arguments, appeals to the emotions of your hearers (though such appeals frequently occur in the conclusion), all the various means you use to put your message across to the audience. This problem of what to say, then, is one of the most important that the effective speaker must solve. For that reason you will find suggestions given for each of the types of talks that are discussed later. You will find examples of talks, also, all in order that you may have as much help as possible in saying the proper thing at the proper time. General suggestions can be given

that will apply to the introductions and conclusions of many kinds of talks, but the discussion must vary to fit the talk.

### C. THE CONCLUSION

1. You should have the conclusion of your talk in mind from the first. Strange as it may seem, you should think out the conclusion first and the introduction last. What would you think of a railroad yardmaster who would set out a certain size engine and then say, "Put on as many cars as she'll pull, boys, and that will be your train"? He waits until he knows the size of the train, then orders out an engine that will pull it. You may change the conclusion after you have prepared the entire talk, in some details, but you should formulate a conclusion that will carry out the purpose of the talk, and do it early in your preparation. In planning the Woolworth Building the architect began with the wind pressure on the gold ball on top of the flagpole 795 feet above the pavement, then figured the weights and stresses on the tower, then the top story and so on down to the lowest subbasement. In that way he knew how large and how strong a foundation he needed. He had the last thing to put on in the first place on his plan. You must do the same with your talk.

2. The purpose of the conclusion is to concentrate the speech into a unified force, leaving the effect of completeness. Bring together the different ideas and facts, combine them into one thought driven home by all that has gone before. The most perfect form of conclusion is one that closes with the same words that were used in opening the talk. Then you have a closed circle of words encircling one definite idea.

3. The conclusion should possess three qualities:

(a) It should be brief. After you have built up the main part of the talk, put on a quickly tapered point, add the lightning rod (a deft concluding sentence), and stop. Do not introduce new material. Do not add a new idea. Do not add an afterthought. Do not tell a funny story.

(b) It should be appropriate. Keep the conclusion in unity

with the rest of the talk. Do not close a serious talk with a lighter story.

- (c) It should be forceful. Have a climax of both thought and delivery in the conclusion. If you have been building up enthusiasm throughout the talk, let it come to a vigorous, but controlled, climax in the conclusion. Don't weaken at the last.

4. The conclusion may take one of four forms. There are others, of course, but these are common and will fit most talks.

- (a) Summarize what you have said. This is the simplest, most mechanical, and least effective. You simply say, "I have presented the following four points in this talk," give them, and you are through.
- (b) Contrast the ideal conditions you have set forth with the actual conditions.
- (c) Apply a principle or line of conduct to the individuals before you. Show how they will benefit by following the course you recommend.
- (d) Make your appeal for aid, whether in money, time, or votes.

## Developing Vocabulary

You understand practically all the words you read in the papers. You use comparatively few of them in daily conversation. Your task, then, is to transfer words from your reading to your speaking vocabulary. Discuss events, therefore, with your friends. Talk about something at the dinner table that will call forth more ideas and words than you have been using. After the recital of the day's events, let someone suggest an event from the paper. Ask each member of the family, who is old enough, to take part in the discussion. Someone has said that a new word used three times is your own. Find some new words, more specific words, more exact

words, that you can use for others that you overwork. You may say, "I get up just in time to get breakfast and get the last car that will get me on time at the office so I get under the wire," or you may say, "I dress just in time to eat breakfast and catch the last car that will take me to the office so I am not late." Of course, you do not want to use so many big words that you will sound like an unabridged dictionary, neither do you want to use so much slang that only flappers and sheiks understand what you are saying. Slang has its place. It is pungent, many times one slang word will say a whole sentence of regular words. But it is like pepper, too much spoils the meal. Many people live without it, most folk like a touch of it now and then. Use of new words is the only way to develop your vocabulary. To a certain extent your talks will develop your word equipment. You should bolster this progress by daily thought and practice.

### Developing Control of Voice

There are four factors to be considered in controlling the voice and making it fully expressive.

1. **RATE.** The rate at which you speak is an important factor. Too fast a rate brings indistinctness, too slow a rate tires the audience. Open your talks slowly, speed up as people become accustomed to your voice and manner. Learn to use pauses in your speaking. A pause just before an important word causes people to listen more attentively so they receive the word with its full force. A pause after an important word gives them a chance to think for themselves.

2. **FORCE.** The loudness with which you speak should be governed by the size of the room. Force may be used for emphasis, but it is the poorest form of emphasis. A steam hammer is forceful

but no one would say it was very expressive. Try to emphasize your ideas by the two following factors:

3. **PITCH.** The pitch or key in which you speak may be likened to the tuning of a musical instrument. There are various keys of tuning for saxophones. Likewise there are keys in voices. Some are high, others low; some have a number of tones, some have few. Change of key in saying a single word is called "inflection" and is the method used to put feeling into words. We shall have exercises later especially to develop inflection, for most voices lack this flexibility that is so essential.

4. **QUALITY.** The quality of a voice is its softness or harshness, its roundness or its flatness, its clearness or its nasal tone. You should expect to improve the quality of your voice in this course. Practice in giving different types of selections and talks will strengthen certain tones in your voice and make it more expressive. We shall not spend as much time in voice training as a course in elocution would demand.



## CHAPTER X

### THE PRINCIPLES OF BUSINESS SUCCESS

Before making any more talks, spend some time in reading aloud parts of an address delivered by Hugh Chalmers. He spoke to many business and service clubs on the subject of "Business Success" during 1908 and 1909. He had made a wonderful record in the organization and development of the Chalmers Motor Car Company. Naturally, others wished to know why he had been so successful. So they asked him to tell them the secret of his success. He had nothing new to say, but he spoke in a conversational style that may well be copied. Read the talk aloud. Sit down at your table or desk, rest your elbows on the desk, hold the book in your left hand and try to say the words as if you were talking to a friend across the desk from you. With your right hand point at your imaginary friend as you speak, so as to emphasize important points. Vary the rate at which you speak. Do not think of this exercise as a speech, think rather that you are conversing with your friend on a subject of mutual interest. This conversational way of speaking is the basis of good delivery. Practice it in your room, use it in the delivery of your talks.

#### THE PRINCIPLES OF BUSINESS SUCCESS

The business man deals with five M's—money, materials, machinery, men, and merchandise. It is not so hard to get money,

materials, and machinery. Each of these is a given quantity and with each and all of them a given result can be accomplished.

The big thing is to get men.

In the primitive days of manufacturing the great question was one of production. The market was ready, and we strived constantly for greater perfection. Nowadays the great question is one of distribution, the getting of things from where they are to where they ought to be.

The two great factors in distribution are salesmanship and advertising. The relationship between the two, in my opinion, is the closest relationship it is possible to have. It is closer than the team under a single yoke; it is closer than friends; it is closer than brothers; yes, it is closer than the relationship between man and wife, because there can never be a separation or divorce.

Advertising is salesmanship, and salesmanship is advertising. Every ad is a salesman, and every salesman is an ad. There is this difference: Advertising is salesmanship plus publicity; salesmanship is advertising plus getting the order signed. Advertising creates the atmosphere of business, and the salesman follows and takes the orders.

It is hard to analyze the successful salesman, but, after all, the analysis gets down really to the question of personality.

I find just three kinds of men in this world: The kind you tell once to do a thing, and you can bet your life it is done. The second class you have to tell four or five or a dozen times to do it because they do not think. The third class is the great class of men who have made this country what it is—men with initiative; men who do things, who do things before you have a chance to tell them what to do.

We must do things quickly; we must have initiative, and that is the greatest quality a man can possess. I would rather have a man in my employ who could do six out of ten things right than a fellow who did four things right and never did anything else. There is nothing wrong in making a mistake; the only wrong is in making the same one twice.

Now, then, sincerity is a quality we ought to possess. Next to being honest and able, we ought to be sincere men. Sincerity is

that quality which not only makes friends, but holds them. A man cannot be insincere without injury to himself. Whether you are talking to one man or a thousand, whether you are talking to me or to a customer, you are throwing thoughts to his brain; you cannot see them, but they are tangible, and you cannot throw insincere thoughts to the brain and not have the brain catch insincere thoughts. No more than I could throw this glass to you and you catch a pitcher. It is not changed or transformed; it comes to you in the way it leaves me. So I say we must perfect this quality of sincerity if we are to attain success. You know men in whom you absolutely believe because they are sincere. You say you like a man you can believe in because he can sell the goods. Insincerity has taken some orders, but it has never held a job.

We should be willing to ask for and receive suggestions. The man who knows it all is like the fellow standing on the street with the fool-killer waiting just around the corner. None of us know it all. We might be up-to-date at 6 o'clock, but unless we are up-to-date right now we don't know it all. I have made it a rule to be willing to accept suggestions, and I would as soon be stopped in the hall by the janitor as by the general manager, because the chances are ten to one that the janitor knows more about the business he wants to talk about than the general manager.

In addition to all of these things mentioned, a man must have enthusiasm. Unless he has enthusiasm he is a mere statue. Because enthusiasm is the white heat that fuses all of these qualities into one effective mass. I would not give a cent for a man without enthusiasm. If a man has no enthusiasm he is no good. If you ever get enough money so you could do so you don't want to retire. Men who retire from business do not live as long as those who remain active. What we want to do is to have our business in shape so that we can get some pleasure and play out of it as well as work. Let us enjoy our work, and let us alternate business and pleasure. We must keep up enthusiasm if we want to keep out of a rut. The only difference between a rut and a grave is in the width and the depth. We graduate from one to the other.

## CHAPTER XI

### TALKS HAVING CLEARNESS AS THEIR PURPOSE

We shall consider eleven types of talks having Clearness as their purpose.

#### The Announcement

In this type of talk you are to announce a coming event. It should contain four main parts: the time, the place (how to reach it, if not known to all), the event (its attractions or your reasons for attending), and the cost (if any).

#### EXAMPLE

On next Wednesday evening at the First Baptist Church on the corner of Summit and Pascal Avenues, Mr. E. F. Johnson will speak on the subject "Our Constitution." Mr. Johnson is well known throughout the United States as an authority on this subject. How much do you know about the Constitution? Do you remember about its origin? What rights are guaranteed under it? How may it be amended? Mr. Johnson will discuss these and many other important points. Since he is coming here under the auspices of the Civic League there is no charge for the lecture. Though it is free, do not think it is not worth attending. Remember, next Wednesday, the 16th, 8:00 P.M., First Baptist Church, and be there to learn about the fundamental law of the land.

#### Summarizing a Magazine Article

Give the title, author, name of magazine, date, and the main points of the article. Read a few appropriate

quotations to give us something of the style of the article.

#### EXAMPLE

The magazine article I shall summarize for you has a direct appeal to every business man. It is entitled "That Tired Feeling" and was written by Frank B. Gilbreth, an expert on office management. It appeared in the *American Magazine* for September, 1924.

Mr. Gilbreth's main points are as follows: The conditions under which work is done are often as tiring as the work itself. A poorly lighted room, work which requires changing from bright to dull light, a bright light shining directly into the eyes, any of these may fatigue your eyes and tire you more quickly than the work itself. He says, "We have even found that it aids production in a factory to give the nickel and other bright parts of machinery a dull black finish."

Any distraction may be taking its toll of fatigue as you work. A desk piled high with loose papers, a constantly banging door, even too tight a collar may reduce your efficiency to a surprising extent. One interesting point on fatigue is shown when he says, "A little fatigue is easily overcome if proper rest is taken immediately, but twice the amount of fatigue requires more than twice the amount of rest." In following this suggestion the office man will change position at his desk several times during the day, the bookkeeper will vary the position of the book on which he is working and the mechanic will move, even only a few inches, as he stands at his bench. All these changes, slight though they seem, are important in resting the muscles of eyes, arms, and body. At times, it is necessary to concentrate with all your energies on some project. You will sit tensely in your chair, every faculty focused on the task before you. If your work is of such a nature as to require long periods of such concentration, then you must take time to relax also. Relax thoroughly. Think of entirely different things, meet other than business people, rest thoroughly, both mentally and physically. Mr. Gilbreth thinks that the little things are most important in the question of fatigue. I have mentioned many of the distractions he speaks about. There is one



that applies to every one of us that I should like to quote in conclusion. "Three out of four people," he says, "are wearing the wrong size shoe. To fit a shoe exactly requires some rather complicated measurements; but I can tell you of a simple test that will enable you to guard against the most serious mistake, the too-short shoe. Have the shoe wide enough so the bones of your foot are not bound by the shoe when your weight is on it. And the shoe should be long enough so you can put a good sized unshelled almond into it. If you cannot do this, your shoes are certainly too short. Wear them a year and you will pay in annoyance and fatigue many times the original cost of such misfits."

### Explaining a Current Event

Give the main points of the events, emphasizing the new developments of the event or the series of events of which it is a part. This type of talk would be given for information only, no comments are required. The usual news item is an example. Your talk, therefore, will be a summary of a news item.

#### EXAMPLE

The Treaty of Versailles was supposed to end the Great War. It did end it from a military point of view, but many economic questions grew out of the treaty and post-war conditions. Future relations between the belligerent nations needed a firm foundation from the political side. As a result of the many problems that arose conferences were held to discuss these problems. In London, in Paris, in Geneva and in Washington various phases of the great task were discussed. The latest and most important, so far as future wars are concerned, is the conference at Locarno. At this conference seven treaties were signed by various European nations. The most important treaty was the security pact by which Germany and France agreed to respect each other's territory and the Belgian boundary as well. If either Germany or France become the aggressor, then England and Italy will take the part of the invaded nation. Another important agreement is that in case of



dispute between the nations signing the pact they agree to submit their differences to the Council of the League of Nations for settlement. Another treaty provides for submission of questions between Germany and nations other than France to a commission appointed by the two nations. The final group of treaties is between France and her allies, Czecho-Slovakia and Poland. In case of the invasion of any one of them, the others agree that they will at once go to the assistance of the invaded nation. This is one of the most important groups of treaties that have been signed since the war, being an agreement between the leading nations on both sides of that great conflict.

### Illustrating a Talk with a Diagram

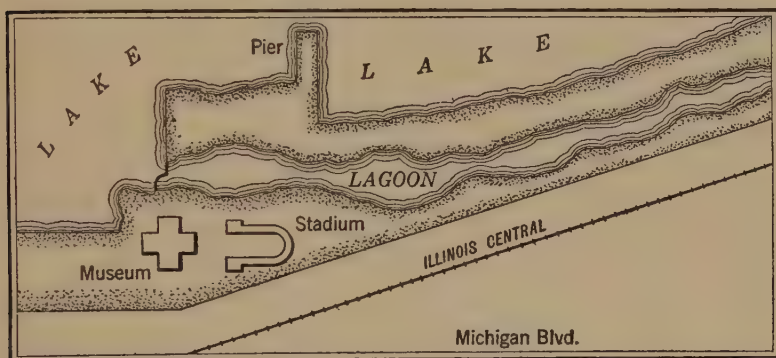
A simple diagram will often aid in making clear the location of buildings, pieces of machinery, or roads that you are describing. Practice your drawing so it will be at least fairly true to scale and arrangement of the places you are describing.

#### EXAMPLE

The city of Chicago is carrying forward one of the most remarkable city improvement programs in the United States if not in the world. The total amount that will be spent in city beautification, new bridges, new streets, hotels, railroad depôts and freight terminals, business and apartment houses, churches, university development projects and other related improvements is over \$1,370,000,000. It would be impossible to even skim over this enormous program so I shall confine my remarks to one section of the city beautification plan, the district surrounding the new Field Museum and the Illinois Central station. I am not much of an artist, but a diagram will help to understand the points I shall discuss, so if you will bear with me I'll put a rough plan on the board.

In the early days the Illinois Central Railway secured a right of way along the lake front. Lake front land was not valuable then, and apparently no one thought of its ever being valuable.

But today the Illinois Central tracks and yards are worth millions of dollars. Because of their value and excellent location the company naturally refuses to sell them. Realizing both the impossibility of buying the lake front from the Illinois Central and the great advantages of bathing beaches, parks, etc., along the lake the city has secured permission from the War Department to fill in the shallow water for a distance of ten miles north and south. The diagram shows the development at the north central part of the project. The part of the diagram without lines is the original land. The new land lies east of the railroad. The Illinois Central tracks are shown here (point to them), leading to the Central sta-



tion. Here is the Field Museum, a \$5,000,000 marble structure housing one of the world's most wonderful collections of material illustrating man's progress from the earliest to present times. Here is a lagoon, 200 to 600 feet wide, which stretches all the way to Jackson Park, eight miles south. Immediately south of the Museum is the Stadium which seats 55,000 people and can be extended to seat 20,000 more. In New York City the New York Central railroad has covered its tracks with tall business buildings and immense hotels. The Illinois Central has electrified its tracks within the city, and plans to erect a new station, following the same general architectural plan that the Field Museum originated. In this way, which I have shown very briefly, Chicago is overcoming the handicap of private ownership of the lake frontage and

at a cost of \$55,000,000 has assured future generations of opportunities for recreation and education that could not otherwise be obtained.

*Suggested Subjects.* Location of buildings in a park; Explain a simple machine; Show how to lay out an advertisement or a business letter; How to address an envelope; The plan of an office, building or factory; A part of a complex machine, as the carburetor or clutch of an automobile; The four-cycle principle of a gasoline engine; How to lace a belt; A dress pattern.

### The Presentation Speech

A group of men in your office or lodge have met to honor a fellow worker who is leaving the employ of the firm or who has filled a responsible position for many years. You are to present him with a watch as a mark of appreciation and remembrance. Relate briefly the main points of his work or service, put in a sentence something like this, "It gives me great pleasure to present you with this watch as a token of our appreciation of your work," then close with a few sentences on what you hope the gift will mean to him. Do not fail to show the significance of the gift. Let him know how you respect and honor him. It is an important occasion in his life. Express that importance adequately.

#### EXAMPLE

We have met to honor one of our friends. I call him a friend for he deserves that title if anyone does. It is said, "A friend in need is a friend indeed." When any of us in the office have been in need, whether of financial assistance, advice on a difficult problem or how to meet the new stenographer, Henry Thomas has been

the one to whom we turned. New men picked him out at once as one in whom they could confide, older men knew him as a sympathetic adviser and the girls asked him for the inside information on the boys who wanted dates. For forty years Henry—none of us would think of calling him by other than his first name—for forty years, I say, Henry has met us all with a smile and a cheery "Good morning" as we have entered the elevator. And from president to office boy we have met tonight to testify that he has not only "carried us up" physically, but many times has "carried us up" so far as downcast spirits are concerned. His morning greeting has dispelled many an early-rising grouch and his evening farewell has helped us forget the trouble of the day. Henry, the boys have "chipped in" and bought a watch and they've asked me to present it to you as a mark of our regard and so you'll always remember the fortieth anniversary of your connection with the firm. The case of the watch is of gold and we hope that it will remind you that your friendship for us is as valuable as that precious metal. The works are jeweled so that you can hardly hear them tick. In the same way you used to help us, quietly, without noticeable display, but none the less surely. We hope that the face of this watch will always wear a smile like the faces of those who are looking at you now, full of the highest regard and best wishes for another forty years of service and friendship.

### The Speech of Acceptance

If you are the recipient of a gift at an occasion such as has just been discussed your friends expect you to say something in reply to the one who has presented the gift. It is difficult to say just the right thing at such a time. Though you are surrounded by friends, you do not seem able to think of a word to say. Do not try to give a long speech. Thank them for the gift, express your gratitude and the hope that the pleasant relations of the past will be continued.

## EXAMPLE

I hardly know what to say or how to thank you for this fine gift. It sort of puts a fellow in a hole to have to make a speech when he's had so many nice things said about him. And you all know I'm not an orator. I guess about all I can do is to thank you for this present and tell you I've gotten as much pleasure out of working with you as Frank has said you got from working with me. I certainly will be proud of this watch and any time you want to know the exact hour of the day, come around and I'll tell you.

## The Address of Welcome

When a convention meets, the local club or city in which the meeting is held usually sends a representative to deliver an address of welcome. Three main points should be covered, an appreciation of the work and ideals of the organization, what the city offers the convention, and a few sincere words of welcome.

## EXAMPLE

When I was asked to deliver the address of welcome to this young people's convention I accepted at once. Ever since I first heard of the work of this society I have been hoping I might some day have the opportunity to congratulate its members upon their splendid ideals and the fine way in which they are attaining those ideals. Right thinking and right living are two essentials to the success of this nation. The group of young people who follow those two ideals are making a very real contribution to the future of this country. We hear so much of the moral let-down of our young people that it is gratifying to meet an assembly such as this who are carrying out their pledges to live the best kind of lives they know how. You have often heard it said that the young people of today become the leaders of tomorrow. I want to repeat that statement to re-emphasize its truth. Within ten years many of the political offices in small towns and cities, such as councilmen and mayors, will be filled by you who are just casting your first



votes. Within twenty years you will be representing your fellow voters in our legislative halls and within thirty years you will have your members in the Congress of these United States. This is not idle prophecy; it is an accurate forecast of the future. The habits you form now in thought and action will be the habits that govern your life when you are a Congressman or Congresswoman. Do you see the importance of this society? Do you realize the potential force it possesses? I think I do, and that is why I am happy to be able to commend you in your work and to tell you that thousands of us older people in this city and the state are enthusiastically supporting you in your work.

We are honored to be chosen as your convention city. The large delegation of our local young people shows how thoroughly we are in accord with your organization. But we want to prove in a very tangible way that we are glad to have you here. Every noon in this Auditorium our municipal organist will entertain you with an organ recital. If you wish to spend an enjoyable evening in our parks, you will find the bands giving special concerts every evening this week for your entertainment. Every citizen has appointed himself a member of the Information Committee. Ask us how to go anywhere, we'll tell you. And through the co-operation of the local societies and many of the citizens we have arranged for a sight-seeing trip next Saturday afternoon. All we ask is that you sign your name on one of the lists so we know how many wish to go and we'll provide the cars.

It would be very easy on an occasion such as this to close with a high-sounding word of welcome. I am going to welcome you, but I want to do it as earnestly and sincerely as I know how. I want you to know that we are glad to have you here. I want you to know that we are at your service while you are in our city. On behalf of the citizens of Des Moines I welcome you most cordially and sincerely hope that your visit here will be even more pleasant than you hoped it would be.

*Suggested Subjects.* State American Legion Convention; Young People's organization of a church; Elks,



Oddfellows, or other fraternal organizations; Rotary, Kiwanis, or other service clubs; Teachers' association.

### Response to Address of Welcome

The society many times appoints one of its members to respond to the address of welcome. If you are chosen for that honor, you may need to prepare several introductions to your reply so that you will be ready to respond appropriately to whatever the address of welcome contains. You should thank the speaker for his welcome, compliment the city, and close with a sincere expression of your goodwill.

#### EXAMPLE

We have felt perfectly at home from the moment we stepped off the train, but the words of welcome to which we have just listened have made that feeling more secure. We have looked forward to our stay in Des Moines for many days. We have heard of its attractive parks, its state capitol, and other attractions and we know we are going to enjoy them, as has been said, even more than we hoped we might. We thank you for your approval of the aims of our society and shall endeavor to live up to the high standard you have set for us. Again, we thank you for your welcome and assure you we are glad to be here in Des Moines.

### Explaining a Process

At some time you may be called on to explain how some process is performed, how dill pickles are made, how to set a carburetor, how to apply for government positions for ex-service men, or how to fill a fountain pen. Give the main steps in the process. Be sure to fit the explanation to the knowledge the audience has with regard to the process. If you are explaining something that is related to something else they already know

about, compare the two, showing carefully and clearly how the new idea is like the old one, then how it is different. Diagrams may be useful. Keep this fundamental idea in mind: How much do the audience already know? Then relate the new ideas to the old ones.

#### EXAMPLE

The subject of my talk may strike you as being a queer one, but it is a very important one. I am going to tell you how to prepare your face for a smooth shave. Isn't it important that you start the day in good spirits? What is more destructive of temper than a poor morning shave? That's why I say this is a subject of vital interest to every man.

In the first place you need a pan of warm water, a good shaving soap or cream, a flexible brush, and a sharp razor. I am not going to recommend any particular brand of any of the necessary articles, there are so many on the market, and you have probably already settled on the one you think best. After you have assembled all the articles on the shelf in front of you, wash your face in warm water. This removes the dirt and begins the beard softening process. Next apply the soap or cream, working up a good lather. Many companies claim that it is unnecessary to work the lather in with the fingers. It may be but I believe that a good working in with the fingers, using a rotary motion, will soften any beard so the razor can do its work more easily. Put on a little more lather and smooth it out well with the brush. Work up a good stiff lather again, as this helps to hold the hairs up so the razor can cut them easily, with a square cut, rather than a sliding cut. After you have the lather well worked up, dip your razor in the warm water and when you draw it across your cheek or down over your lip you'll find those stiff whiskers letting go all hold like icicles dropping off the eaves when the warm sun hits them. Best of all you'll step out the front door feeling like a million dollars and well set for a good day's work.

*Suggested Subjects.* Cold-packing corn, beets, or other vegetables; Distillation of gasoline; How to build

a camp fire; How to make paper flowers; Developing a motion picture film; How to mix concrete; Starting a car in cold weather.

### Explaining Your Business

This is a type of talk you will be called on to give in your luncheon club, or to a group of friends at an informal occasion. Pick out the main points of the business. Do not go into minute details of the organization of the firm or its history. Cover it with broad strokes, rather than fine pen and ink lines. Choose a few activities or samples of the company's policy that will leave a vivid impression in the minds of your hearers. If you are asked to speak for twenty minutes, do so, but do not become immersed in a flood of uninteresting points. If you give statistics, give only a few of the outstanding figures, and give those in round numbers. Say "two million four hundred thousand dollars" rather than "two million three hundred eighty-nine thousand four hundred eleven dollars and twenty-eight cents." We are more likely to remember the first because it is a smaller group of figures. In your manner, show that you believe in the firm. While you are speaking you *are* the firm in the minds of the audience, so give them the kind of impression you want them to have of the firm.

#### EXAMPLE

Mr. Chairman, Gentlemen: Thirty years ago a young man walked into the First National Bank and said to the president, Mr. Ralph Jones, "Mr. Jones, I am going to open a lumber yard at Fourth and Minnesota this summer. I have two thousand dollars to invest in it and I want to arrange for two or three thousand

dollars credit with you." Mr. Jones was quite surprised, for he had never met the young man before, but he talked the matter over, investigated references and granted the desired loan. Today that young man, now one of the leading business men of our city, owns three lumber yards in various parts of the city and the central office of the Alfred Johnson Lumber Company cost twice as much as the original investment in the firm. Through honest dealings, high quality, fair price and immediate service Mr. Johnson made friends and kept them through good and poor business years. Far-sighted enough to judge the directions of the city's growth he established yards in new districts so that he could make quicker deliveries than his competitors. Mr. Johnson not only has great personal initiative, he has the quality of arousing enthusiasm in the men who work with him. One way in which he arouses that enthusiasm is by the really deep way in which he has studied the lumber business. To him a plank is not merely a piece of timber two by twelve by sixteen—he thinks of it from the time it grew in the forest to its erection into the framework of a house or store and the service it will give there. There are many ways in which I could illustrate the way in which he insists on perfect service by the material he sells, but I want to tell about a man who ordered a bundle of lath. He wanted to use them for frames for tomato plants, but they happened to be a little brittle, so that when he drove them into the ground they broke off. He telephoned in that they were no good and Mr. Johnson sent one of the boys out at once with a new bundle of lath. Such attention to details may seem unnecessary but it is in line with his policy. That first lumber yard carried only the sizes and kinds of lumber used in building the houses of thirty years ago; today we carry a complete stock of sizes and kinds, including mill work, we have our own drafting department, all in all we offer a complete service from the planning to the delivery of material to the grounds for its erection into the home of today.

### Explaining an Idea

You may explain an idea by describing a person, organization, or event that truly represents the idea. You

may compare the idea with its opposite or a similar idea well known to your hearers. You may base your remarks on the dictionary definition of the idea. Analyze the idea into its different phases or applications. Use any or all of these devices to explain the idea in all its meanings.

#### EXAMPLE

Henry Ford is worth a billion dollars. Russell Conwell aided five thousand young men and women to go through college. Calvin Coolidge is President of the United States. Florence Nightingale originated modern methods of caring for the wounded in battle. Which of these people can best serve as an example of a truly successful life? Every one of us must answer this question for it will determine to a large extent the work we will do and the goal we will set for ourselves.

Thousands, yes, millions of people count financial gain as the measure of success in life. They look at Ford or Rockefeller or Morgan and say, "There is a successful man. He has winter homes in California and summer homes in Canada; he has a private yacht and a whole flock of motor cars; he has servants to wait on him morning, noon, and night. Wherever he goes people point him out to their friends. He is the kind of man I'd like to be." Do these people think how much the rich man's fortune has cost him? In the friends he has had to give up? In the personal family life he has slighted? In the ideals he has many times had to relinquish? A man may have a million dollars but if in the making of it he has lost a friend has he really gained so much?

Russell Conwell delivered his lecture "Acres of Diamonds" over five thousand times. With the proceeds he enabled thousands of young people to have a college education. He made money, but he spent it, rather, he exchanged it, for friends, for every one of those young people is a lasting friend you may be sure. Conwell rode in a motor car and he had a comfortable home and everywhere he went a friend was ready to shake his hand. Was he successful?



In the latest presidential election Calvin Coolidge received the largest popular vote ever given a man for president. In his recent visits to various parts of the country he has increased his popularity. Thousands of appointments to political office were made upon his recommendation. Foreign nations honor him as our chief executive. His opinion on international questions is eagerly sought. He is the mouth-piece of the government. He stands at the pinnacle of political success. Should we choose him as the outstanding example of success? Or is success to have a different meaning than the political one?

Why are we in the world? What is the greatest contribution we can make? Is it in amassing wealth? In aiding others? In securing personal advancement? Deep in our hearts I believe we all feel that the really successful man or woman is the one who makes an unselfish contribution to human progress. There is a certain largeness in such a life that the selfish life does not possess. The men I have mentioned have all been successful, all have to a great extent served other people, but there is a difference in the degree of their service. To take a further example I would call to your attention the influence Florence Nightingale exerted. The daughter of rich parents, she gave up a life of ease that she might aid wounded and ill soldiers in the Crimean War. No one had ever thought of giving them a woman's care. As a result of her work in that war the Red Cross was founded. We do not need to be told of its wonderful achievements. Emerson said, "An institution is the lengthened shadow of one man." Florence Nightingale's shadow is not a shadow but a beam of light whose radiance has fallen on the faces of countless thousands who have suffered in time of peace as well as war, in fire, flood and earthquake. I should put her as one of the true examples of a successful life. Others have given largely, but she gave all; others have exalted themselves, she was the servant of the afflicted; others have succeeded through themselves, she gave of herself until others received her spirit and through her ideal of service became themselves successful in this all-inclusive, high sense that I feel distinguishes the truly successful life.



*Suggested Subjects.* What is an education? Socialism? religion? democracy? a labor union? self-determination? New Thought? character? unselfishness? the soul? patriotism? Americanism? paternalism? righteousness? Thanksgiving? civilization? pacifism? friendship? the community church?

## CHAPTER XII

### PREPARATION FOR TALKS HAVING IMPRESSIVENESS AS THEIR PURPOSE

In Chapter II you read that Impressiveness was the second of the purposes for which talks may be given. You were told that impressiveness aims to have the audience feel the importance of an idea. I wish to give you several other words, all meaning about the same, but all suggesting a different phase or angle from which to present an idea to make it most impressive. To make an idea impressive then, show its meaning, its relation to other ideas or events, the results of its adoption, its consequences, its effects, and be sure to show its *significance*. Those words mean about the same thing, but I put them all in so you will realize that you must show the *complete* importance of your idea. You must, of course, first realize the significance of your idea or proposal in your own mind before you can present it to others.

Here are two qualities you have to develop in order to enable you to feel the importance of an idea or event.

#### Developing Observation

How keenly and how correctly do you observe your surroundings? Of course, there are many things you do not and should not observe. Passing automobiles, bill boards and shop windows receive much of our attention that might better be spent in reading books, newspapers,

or even preparing Effective Speaking lessons. But do you observe things that concern you or your business? New sales methods, new production plans, improved office helps, modern developments in your work, whatever it may be, should receive your careful observation. Pay careful attention to that which concerns you. Two men had been working for a certain firm about the same length of time; one was promoted and the other was not. Frank asked the manager why he wasn't promoted. "Call George in and I'll show you," was the reply. When George came in the manager said, "What is that noise in the street, boys?" Both looked out of the window. "What was it, Frank?" "Oh, just a wagon unloading coal next door." "What was it, George?" "It was a two-ton Mack truck with mechanical dump body unloading steam coal into Brown's basement next door. Two men were shoveling the coal off the sidewalk into the manhole." "Well, Frank, do you see?" "Yes, I see all right." Observation brings promotion.

### Developing Imagination

Patrick Henry once said, "The only lamp by which my feet are guided is the lamp of experience." Knowledge of past conditions and experience with them are the two guide posts by which we lay out our paths of progress. Although many men fail to study the experiences of other men in the same work, and many others for some reason neither ask nor accept the advice of other men, such study is one of the most valuable ways in which we can spend our time. No other set of conditions is exactly like the problems that face us, yet, we can find the points of similarity, study carefully how

the other man met his task, and fit his solution, or part of it, to our work. A little later we read how someone mastered a different question and we take something from his method and apply it to our task. In this way, and from our own plans, we build up a set of solutions that we can draw upon quickly for help in our daily work. Then there comes a day when an entirely new set of conditions faces us, either so entirely different from anything we have experienced before, or so complicated that no former solution is comprehensive enough to solve this problem. What shall we do? No one gives us any special advice. How shall we start? What shall we do next? At a time like this Imagination comes into its own. You may consciously think of plans you have used previously, but in addition to this conscious thinking your imagination is working. It is working quietly, even unconsciously, yet all of a sudden it will pop out with a suggestion, a part of a plan or even the whole plan, which your intellect at once realizes is the exact solution you need. This is Imagination at its best, for it has taken a bit of experience here, a part of an idea that you read somewhere, a former thought of your own, and combined them all in its own heat and produced a new method, composed of parts of many previous plans, yet entirely different from all of them, for it is produced to meet a new situation, to overcome new obstacles, and to bring you new triumphs. In this manner new advertising campaigns are planned, improved filing methods are evolved, sales talks and sales plans are made more effective. Do you see the close relation of Observation and Imagination? How you must observe carefully and correctly whether

you are observing another man at a lathe as he shows you how to operate it, or whether you are reading what another man is telling you about some new plan of approach to the busy buyer of a department store? And then how you must train your imagination by thinking out possible solutions to the problems that might confront you, and especially how you would meet the problems that do confront the man just above you. Your sales manager did not advance to his position by selling today's automobile today only, but by thinking out how he was going to sell tomorrow's car tomorrow, and two cars a day next week and, over and above his own selling, planning how he could help other men sell. Vice-presidents in charge of production are in those positions because, while they were feeding a press or checking up shipments, they were also thinking how that press could be fed faster, or how orders could be filled faster. The superintendent of a school is in that position because he has studied how to plan courses of study and other matters of school administration, and has been thinking toward his position from the time he first entered college. Some men have big jobs handed them because of family fortunes or friendship, but even they fail without observation and imagination, and the men who work up into positions of power in finance, factory, insurance, or church are those who observe correctly and let well-trained and directed imagination lead them to success.

### Utilizing These Powers

Next, I wish to show you how to use observation and imagination in making your talks impressive. Suppose



you wish to show the effect of a proposed street car extension in your city: Observation will provide you with the correct facts as to size of area to be served, number of people now in the area, extent to which city improvements are now in the area, cost of the extension, and other facts as to present conditions. It will also furnish you with facts regarding similar improvements in your own and other cities, both before and after the extensions were put in. Then Imagination will take these facts, compare what other cities have done with what yours proposes to do, show the increase in property values which will result, how the area will be built up and how a better city will be realized. Imagination will picture a modern bungalow on every lot, paved streets where holes now trap the motorist, churches, schools, cash-and-carry groceries, drug stores, playgrounds, all the varied activities that make an ideal subdivision, and every one of these improvements has come as a result of the street car extension. In this complete fashion you show the significance, the importance of the extension and make your talk truly impressive.

Or, suppose you are to give a Memorial Day address. Observation will tell you how many men went to the Civil War, the Spanish-American War, and the World War, the number of them who were injured, the number killed, those who were decorated for bravery, and other facts regarding their records. Imagination must be called upon to interpret these facts, however; to show the meaning of all their sacrifices, of their hardships, and of their patriotic participation in these great struggles. Imagination must describe the greatness of our nation, our position in the world. Imagination must



paint a scene showing the nations of the world assembled to rule world affairs, and will show the important place occupied by our nation. Imagination will show the future world, and the position of this country in it.

Observation furnishes the canvas, the paints and the brushes, and Imagination wields those brushes to portray in sweeping strokes or delicate touches the striking, the beautiful, the sublime, the ennobling manifestations of patriotism, of love, of success, of the human spirit at its best.

One of the greatest uses of the Imagination then, is in the creation of new ideas. As part of that process it is frequently called upon to fill out the details of the plan. In the street car extension, for example, Imagination is called on to give us the parts of the picture that make it live—houses, yards, stores, etc. Imagination must, of course, work with Observation, for if Observation says that an idea has been tried out somewhere else under almost exactly the same conditions as those under which we are working and found unsuccessful, Imagination should accept the facts and not try the plan. I wish now to give a few aids in bringing out the full significance of a fact or idea.

1. Repeat an idea in different words. Give us the same thought, but put it in a new setting. Tell us the thing two or three times, but use a variety of expressions in doing so. Some great speakers have even said that repetition is the only form of successful speaking.

2. Give general illustrations of your idea. If you are speaking on "Honesty," tell us of a couple of groups of men in business who are honest. If you are speaking on "Courtesy," mention the sales people of a store who are courteous.

3. Describe some specific people or houses or letters for us.

Don't stop with general groups. Very few of us are able to think in general terms for long at a time. So, before you have given us too many abstract statements, tell us about some of the individuals who illustrate the general class. Tell us how some man was honest when he could easily have been otherwise; describe how you were treated courteously by a certain clerk in a certain store. You need not mention them by name, but give us the details of the event so we can picture it ourselves. Briefly, yet fully, give us the setting, what the clerk looked like, what led up to the courteous act, how the clerk handled the situation, what you said, and the result in your own mind. Remember, do not talk generalities all the time; sprinkle in specific instances.

4. Tell what other people have said on your subject. Always give the name of your authority first, then read the quotation. Say, "Theodore Roosevelt said, 'Speak softly, but carry a big stick.'" In that way the weight of the great man's name will put both his and your ideas across.

5. Use comparison and contrast. Compare your plan to another that has been successful, or contrast it with an unsuccessful one. As in giving a talk having clearness for its purpose, compare an unknown or new idea to a well-known or old idea. Compare distances to those in your home town, cathedrals in Europe to your own church, the speed of a new airplane to an auto, always using as your basis for comparison something with which the majority of your hearers are familiar.

6. Tell what the thing is not. This is especially necessary when you are describing an entirely new machine or plan. People have formed their own opinions from what they have heard other people say, or read, concerning some startling new invention. If you are introducing the invention, it is a good plan to state that it will not revolutionize the industry or put machines in place of men. Many people are so conservative that they are opposed to anything new, so you must allay their fears by telling them that your plan is built on the old, tried methods, and uses them to a great extent. Describe a machine or plan something like the one you advocate and tell how yours is an improvement.

7. Analyze your plan in detail. Whether you have time to give a complete analysis of your plan or not, you must be ready to do so if necessary. Do not tell a housewife every point of merit in your brushes, but know every point so that you can answer her questions. If you have some new points in your sales plan, explain them carefully to your manager so he will see every advantage of your plan. You probably cannot name all the parts of a door or of a radio set, but you can go into detail in your particular line of work, and you should develop the ability to observe the different parts and processes, know their names, purposes, results, reasons for existing; be able to explain them clearly to one who knows nothing about them, and, most important of all, be constantly studying and asking questions about them so that ultimately you may expect to make some improvements in them or secure control over them and those who operate them.

## Two Classes of Impressive Talks

When you begin to prepare impressive talks, you will find they fall into two classes: those in which facts are predominant and form the basis for the discussion, and those in which ideas are the basis. I shall discuss these divisions next.

### A. IMPRESSIVE TALKS BASED ON FACTS

1. Large numbers or units are impressive. We have all heard of the Leviathan, of Henry Ford's fortune, of Niagara Falls, and the conservationists are telling us of the billions of gallons of gas we burn every year, and the billions of board feet of lumber we are using. These figures are impressive because of their size.

2. Small units or groups may be made impressive, especially when contrasted with large groups. A war correspondent impressed upon us the difficulties of the French campaign against the Riffs when he told how seven men were holding a high hill against three thousand French troops.

3. Show the full significance of the facts as explained in the preceding pages.

#### EXAMPLE

The subject of my talk is one of the greatest engineering marvels of history. It may well rank as one of the wonders of the world. We have become so used to the announcement of the "biggest" this and the "largest" that, that those two adjectives have lost their meaning. Yet they could both be used in describing the bridge I am going to tell you about, for it is the longest suspension bridge in the world. It may not be built for several years, but the complete plans are ready whenever the City of New York decides it wants a suspension bridge across the Hudson River to Jersey City, for that is the location of this great bridge. Ten or twelve tunnels already connect the two cities, but they are for railroad traffic only. A new two-way tunnel for auto traffic is now being built. The proposed bridge will carry as much traffic as all the tunnels planned and built, for it will be a double-deck structure, with twelve tracks on the lower deck and room for twelve to sixteen lines of vehicles on the upper deck. Imagine a roadway four or five times as wide as the average street, across the Hudson River and two hundred feet above the water. The piers of the bridge must be eight hundred feet high. That's sixty feet higher than the Woolworth Building, or over three times as high as a sixteen story office building. If this roadway were to be built for a couple of blocks, it would be a great undertaking, but it is to be built for eight city blocks, which is the distance between the piers. Two thousand four hundred feet without a support, this broad boulevard will stretch between the piers. The bridge will be supported by four huge cables, each eleven feet in diameter and encased in brass tubes to prevent action of the weather. The bridge will, of course, weigh millions of pounds, but the best idea of the weight of the materials in it can be gained from this statement: the weight of the bridge itself is so great that it was not necessary to consider the weight of even the maximum load it might be called on to carry when the engineers figured the strength of the bridge, its cables and piers.

Impressive as these facts are, the truly important part of the bridge is not its size, weight, nor even its cost of \$250,000,000, but the influence it will have on the life of New York. It is to be located several miles north of the Battery in a district that now has only ferry communication with New Jersey. New railroad terminals will be constructed for both freight and passengers; offices and manufacturing buildings will be built around the bridge and its long approaches, so that workers can take advantage of the lower rents in Jersey City. Autos and trucks will save much time now lost in slow ferry transportation. Another important point is that New York will never be cut off from the food supplies of Jersey. At present, a dockmen's strike, or the freezing over of the Hudson River might shut off the supplies of milk and vegetables on which the city depends, creating a virtual famine; when this great bridge is built, it will carry trains and trucks in such manner that famine can never threaten the city.

It is a long way from the first log thrown across a narrow stream to this mammoth suspension bridge. That first bridge was probably just as important in the life of its community as the present bridge, but at no time in the world's history has there been its equal in size, strength, or number of people affected by its construction.

*Suggested Subjects.* The Panama Canal; Importance of education; Effect of dance halls; Agricultural conditions; Crime conditions; Muscle Shoals; St. Lawrence Waterway; Effect of better lighting in an office; United States Immigration; Illiteracy in the United States; Effect of a street car extension.

#### B. IMPRESSIVE TALKS BASED ON IDEAS

1. Explain the idea clearly, if necessary. Follow the suggestions given on page 65, if you think your audience may not understand or have a wrong conception of the idea you are to present. This would not be necessary if you were talking about procrastination, but it might be if your subject were evolution.



2. Show the effects or results of the adoption of the idea, past, present, or future. Facts and ideas are closely related. When we first come into the world, we begin observing facts and ideas as we find them. Then we conceive ideas of our own which are worked out as facts of business, law, and teaching. These facts become the basis for further thought, and so the endless cycle of progress goes on.

#### EXAMPLE

I have been asked to speak to you this noon on the work of the Community Chest. This is the fifth consecutive year the Chest plan has been followed in our city, so I believe we are all convinced it is the best plan to follow in raising the Community's fund for the aid of the unfortunate. As you have probably read, fifty-three agencies have combined to form the Chest. All aid in raising the money, and all participate in its funds. Much money is saved by having one central body to handle the funds, and you are asked to contribute only once rather than several times by the various agencies which you wish to help. Last year over 59,000 people contributed more than \$630,000 to the Chest.

The question naturally arises—How is the money spent? So I should like to tell you of a few of the agencies that participate in the Chest. It is difficult to pick any one agency, for all denominations, Catholic, Jewish, Protestant, and non-sectarian are included. Boy Scouts, Catholic Charities, Jewish Welfare Associations, Protestant Orphan Home, the Salvation Army, the United Charities, the Y. M. C. A. and the Y. W. C. A. are a few of the co-operators. The aged, the young, dependent women, boys and girls making a start in the financial world, under-nourished school children, all are aided by your contribution. If an ex-service man is out of a job, the American Legion Welfare Bureau will find work for him; the United Charities will help support his family; the Day Nursery will take care of the children while the mother is working; one of the Neighborhood Houses will train the older children and give them entertainment, and the Salvation Army will furnish a big Thanksgiving dinner.

Last Thanksgiving I went with one of the Salvation Army

workers to a home not over a mile from this store. It could hardly be called a home, yet it contained three children and their parents. We climbed two flights of narrow, dark stairs, and came to what was really only an attic. The front room contained an old iron bed, a dresser with a broken mirror, and one chair. The mattress was old and dirty, covered with one comforter—and the weather was bitter cold outside. The dining room had an old rickety table, two broken chairs, three soap boxes for the children to sit on, and a couple of large boxes to hold the chipped dishes from which the family ate. There was a greater variety of food in the basket we left there than we saw on the entire set of kitchen shelves, and the children looked and acted as if they had not had a square meal for weeks. I do not tell you about this family to arouse sympathy—it is simply an example of the work done by your money as directed by one of the agencies of the Community Chest.

I could describe details of the work of practically every other organization that would be equally significant. Girl mothers given a home; friendless men befriended; deserted children raised in Christian surroundings; these are but a few of the ways in which the Chest makes our city a better city. I could read you a number of letters from prominent men and women endorsing the Chest, but I want to read a few sentences, in closing, written by the manager of one of our largest department stores. He says, "The Chest is the most efficient and effective plan for doing the city's welfare work. It eliminates duplication of effort; it spends less money on overhead expenses; it delivers a larger percentage of the contributor's dollar to the man who needs help than any other plan. I feel that every public-spirited citizen should aid the Chest, whether his contribution be large or small, for it is the best way of doing this important work of helping the unfortunate."

*Suggested Subjects.* Influence of the theater on people; Importance of good literature; Young people of today; Theodore Roosevelt's life and influence; Results of Woman Suffrage; Are all men created equal? Be friendly with Nature; Advantage of being a good citizen; Tribute to Mother or Father.

## CHAPTER XIII

### TALKS HAVING IMPRESSIVENESS AS THEIR PURPOSE

First we shall discuss talks having facts as their basis. In many cases you will want to secure action as a result of your talk. You will not wish merely to show the importance of a proposal, but to show that importance as a means of persuading some person or group to adopt the proposal. There are instances, however, in which you want to impress upon your hearers the necessity for a change, perhaps, without suggesting a definite remedy. You wish to arouse them to active thought upon the subject. We shall give one example of each type of talk.

#### Showing the Significance of Facts

The talk which shows the significance of a fact, or set of facts, in order to secure action. Proposed changes come under this type. Changes in business methods such as rearranging the desks in an office; changes in the method of handling orders; modifications in the method of approaching a customer; improvements of any sort, whether in physical equipment or routine procedure, must have their meaning explained.

#### EXAMPLE

(To be given to the Board of Directors of a bank while selling them a group of bookkeeping machines and other modern equipment.)

You have already thoroughly examined our pass-book printing machine and had the mechanical details of it explained. Are there

any other questions you would like to ask? If not, I wish to call your attention to a few of the benefits from installing the equipment you have been studying.

In the first place, use of these machines will enable sixteen people to do the work that now requires twenty-four. I realize that such a saving, however, would not be a strong point in a bank this size, for the wages of eight clerks would be a very slight economy when compared to your total office expense. It is a reduction in your salary budget, so I mention it in passing.

The next point is that your work will be done accurately. No chance for discrepancies in entries in either the customer's book or the bank's record, for both are printed at the same time on the same machine. No errors in addition can creep in, for at the same time the entry is made the sums are added. If the receiving teller should strike the wrong key and not notice it himself, the customer would see it as he received his book and call it to the teller's attention. The mistake could be corrected at once and not left until the end of the month when it might require careful checking over of many items, and the two people who knew about it would have forgotten the details of the entry. Without reflecting on the penmanship of your tellers, it is possible for the customer to misread an entry in adding his own book, resulting in an incorrect total. Then he asks to have the month's deposits checked over. With printed figures there can be no trouble on this account.

Another strong point in favor of this equipment is that it will add to the reputation of the bank. You can feature it in your advertising, playing up the feature of accuracy. Your bank will have the reputation of being the most progressive in your city, for it will be the first to install these machines. Non-depositors will naturally think that if you are desirous of securing perfect accuracy in keeping their accounts you are equally accurate and careful in keeping all accounts and in making loans, and, as a result, they will transfer their business to your institution.

All these advantages total up to this one big point: your customers will be satisfied. Satisfied because they realize your business receives careful supervision, even to such details as efficiency in the keeping of books. They will be satisfied because they know your records are kept as accurately as is humanly possible. They will

be satisfied because they are dealing with a bank that has the reputation of being conservative enough to investigate an improvement in accounting methods very carefully before adopting it. But they will also know that you are progressive enough to take a forward step when you have decided it should be taken.

*Suggested Subjects.* Install new Kardex system; Buy a rapid calculating machine; Put a new storm sewer through a certain district; Use an adding machine for payroll work; Buy a new bar welder; Install separate motors on lathes; Use smaller trucks for delivering; Initiate a service charge on small bank accounts; Buy new playground apparatus for a school; Rearrange location of certain departments in a department store.

### Presenting Facts to Arouse Thought

Next, we shall take up the talk which presents facts and their meanings in order to arouse thought by your hearers. This type of talk is given in order to foster sentiment in favor of a reform, or the adoption of a new idea, or method of meeting a problem. It is necessary to show us the importance of the crime wave before we will think about checking it; we must feel that our homes are threatened by the divorce evil before we will try to correct it; you must picture clearly, even vividly, the results of our waste of the forests before we will begin to replace them. Unemployment, the negro problem, growth of city population, influence of the radio, styles in women's dress, all must be put before us rather strongly before we will think about them much. Talks of this type, therefore, must precede a campaign for a Community Chest fund (like the example given in the previous chapter), they prepare for a thrift drive, for



a general movement aiming at the passage of corrective laws, and the effective selling talk directed at an individual must show the significance of the proposed action if the prospect is to be thoroughly and permanently convinced.

We are coming now to the kind of impressive talk that should be given a little slower than former talks have been. You must speak slowly in order to speak earnestly, for a large part of the success of this talk depends on its delivery. You must be absolutely sincere in what you are saying. You must believe it thoroughly, so thoroughly, in fact, that your manner says louder than your words, "This proposition is sound. It is desirable. You are perfectly safe in supporting or accepting or buying it. I believe in it completely, and, although you may not know me, I am a responsible man and have examined this proposition thoroughly before presenting it to you."

When you give this kind of talk, you must remember that you are appealing to people's emotions, to their prejudices, and to their imaginations, and in the average man these qualities are quick to detect insincerity in the speaker. They are also quick to suspect him of trying to take advantage of them, so you must give many facts, many illustrations, much explanation. At first, present your facts in such a manner that they appear to be given for a coldly scientific purpose; you are giving them because they are interesting or instructive. Then add a comment; give other facts, more comments. As your talk progresses, speak a little louder, show more enthusiasm, but always let the audience think that they are doing the work that leads to the final conclusion.

## EXAMPLE

(To be given to a group of business men at a service club.)

When America was discovered, a large part of the country was covered by dense forests. Wood was used for building houses, bridges, forts, in fact for all kinds of construction work for which stone has been used in Europe. Wood was so plentiful that it was used for fuel without thought of the supply failing. When a settler wished to clear a place for a homestead, he simply set fire to the forest, without worrying how large a space would be burned over before the fire died out. Huge logs and rafts were sent down the rivers to the small settlements, where they were worked up into merchantable timber. At first the East drew its supply of timber from the Appalachian Mountains; as the railroads opened up the western country, the forests of Michigan took the place of the failing Pennsylvania supply. At that time lumbermen thought that the virgin forests of the Michigan Peninsula would never be entirely cleared off. But that time came. Then the logging camps moved to Minnesota, cleared off practically all its supply, moved south to Arkansas and Louisiana, and now they are on the Pacific Coast. When the last forests on the West Coast are cut, where shall we go for our lumber? Even today some people say, "Oh, there's still plenty of lumber. Forests are growing again and we don't need to get so excited about our lumber supply." As a matter of fact, we are using our lumber about four times as fast as we are growing new forests. Every year we cut 26,000,000,000 board feet. That is a lot of lumber. It is such a huge figure that I want to put it in a more comprehensible form. 26,000,000,000 board feet of lumber would build a sidewalk two hundred feet wide clear around the world at the equator. Or, if you would like to start on a longer journey, it would build a sidewalk fifteen feet wide all the way to the moon and have enough left over to put solid sides along the walk five feet high on each side, so you wouldn't fall off as you passed through space. 90,000,000 board feet are used in the manufacture of matches and toothpicks alone. If that amount of lumber were used to construct one immense match, it would be seventy-five feet square and fifteen hundred feet high. Or, if it were put into one toothpick, it would be fifty-two feet square

and twenty-six hundred feet tall, nearly half a mile. In the early days of logging, more lumber was wasted in cutting, trimming and sawing than was delivered to the yard. Improved methods have eliminated much of that waste, but even improved machinery cannot supply the logs to be worked up into boards, rafters, and shingles.

What is the solution of this problem? Shall we look to South America for our supply? Freight and handling would be very expensive. Canada? She has great forests, but they are quite inaccessible and there is a duty to be paid on every foot that comes into the United States. In practically all of the regions or states which were our first sources of supply are great areas of cut-over land which cannot be used for agricultural purposes. Would it not seem reasonable to reforest this land? Would it not be better to keep the lumber industry on a permanent basis than to have it transient as it has been? Many details of our present laws would have to be changed in order to give the industry a fair chance for success. For one thing, cut-over land is taxed the same as agricultural land. Many early operators bought forest land, cut off the timber and let the title revert to the state rather than pay the high taxes. Would it not be a good idea to change the laws so that such land would pay a tax based on the fact that the land produces a crop only once in thirty to fifty years? Something must be done to encourage American forests for Americans. Does it not seem reasonable that a plan can be formulated as a result of which both the lumberman and the State will benefit, and that as a result of this new policy sawmills will again be built in the north woods, and the State will receive a steady income from taxes on the productive land?

*Suggested Subjects.* The railroads and bus lines; Great monopolies in business; How shall you spend your spare time? The place of the church in modern life; Your duty as a citizen; Industrial changes of recent years; Observance of law; Concentration of wealth in the United States; Do we need a World Court?

Next, we shall study talks based on ideas, and showing the significance of the ideas. This class of talk

aims to make us feel the impressiveness of a situation, an event, or a plan of conduct which is more intangible than those treated in the first part of this chapter. In talks showing the impressiveness of events, for instance, you must elaborate rather completely the results of the event in different ways. You may give something of the history that led up to the event, a brief description of the event itself, then its results. In this type of talk it is especially important that your imagination be active so that it will point out to you all the possible phases that can be developed. A wide-ranging, intensive-seeing imagination is necessary.

The average man will see two or three points; you must see twice that many. The average man is content to think a few minutes, or spend an hour or two in investigating material and articles for a talk; you must spend many minutes in preparation, and often spend hours in gathering material, for you must go more deeply into the subject in order to find new angles of it, new comments, new conclusions, though they are all based on material that is available to everyone. It is the extra hour's work that makes your talk better.

## CHAPTER XIV

### PREPARATION FOR MORE FORMAL TALKS

Before taking up the more formal Impressive Talks, we shall consider a couple of preparatory assignments. The first, the matter of selection of individual words and phrases, and second, the choice of words in a longer talk.

#### On Choice of Words. General Principles

In Chapter III, page 25, you were told to formulate attention-compelling statements and phrases. That is, you should state your ideas in such form that your listeners will remember them. Theodore Roosevelt was a master of this ability and many of his expressions remain with us. "The big stick," as used in "Speak softly but carry a big stick," "the square deal," are a couple of his phrases that succinctly stated a thought that was in everyone's mind. Such terse, epigrammatic statement is a great aid in making a thought stick in people's minds. We shall use a comparison for our work on this matter of choice of words. Make a list of six comparisons for "cold." Some of the old ones are—"cold as ice," "cold as a dog's nose," "Cold as a pump handle," "Cold as steel." I want you to make up some new ones. Keep this fact in mind: there are two standards, two interpretations, by which cold can be measured; one is the physical, or measurement in degrees on



a thermometer; we say it is five below zero, or ninety above. The other measurement is by the emotions; we say it is cold enough to freeze a cat, or hot enough to fry eggs on the sidewalk. Which is the more expressive? Which sounds colder? Most people say that the emotional appeal is the stronger; if you agree, form your comparisons with that appeal in them. One man suggested "cold as a winter's night on a winter's sea." In another class one man said "cold as a stare." Another strengthened it, "cold as a haughty stare." When you have made quite an impression on a girl at a party and the next morning she doesn't know you, you realize that a haughty stare can be quite cold. A third man suggested, "cold as a stare of scorn." When you receive such a stare, you know you have done something that has lowered you in the estimation of the person giving it to you. We wanted a still stronger comparison and one man said, "Cold as a dead man's stare." That was enough; we stopped right there. Fill out your own picture. That example is the sort of thing you should do for this assignment.

Make six comparisons that will be so striking, or so unusual, or so epigrammatic, that when a man has once heard them he will never forget them.

### Choice of Words. Special Problems of a Longer Talk

To call forth new words from your vocabulary, the next assignment is to be a talk on a subject in which one feeling or emotion is predominant. Describe a scene in city or country, factory or farm, home, church, school, office, or battle-field in which you bring out and emphasize one sensation. A noisy scene, a quiet scene, a scene

of extreme heat or cold, of lonesomeness, of hospitality, of poverty or wealth, any of these call for the use of descriptive words. Recall the various features of the scene which combined to give the general impression. Remember and describe vividly actions, sounds, people, machines, noises, colors, impressions, and, whenever you can do so, describe your own feelings while going through the experience. This is really a very important assignment, for it is the first one in which we have paid special attention to choice of words and emotional description. Ability to draw word pictures will be found helpful, if not necessary, in later talks, especially those in which you are to make an emotional appeal.

Vary your rate of speaking to fit the general feeling of the talk. Speak quietly in a talk on "The Silence of the Forest." Show more animation in describing "The Best Football Game I ever Saw." Work up quite a bit of enthusiasm over "Racing with A Tornado." I once heard a man give an excellent talk on "When the Wolves Chased Us." He spoke quietly at first, more expression in face and voice as he described the first part of the chase, quietly again as he told how the animals surrounded the two men and of their feelings as they could see the dark forms slinking through the underbrush in the moonlight, and with relief in his voice as he related how they heard the rescue party coming in answer to their gun fire.

#### EXAMPLE

During the war I was stationed at the Philadelphia Naval Yard as a guard. I became quite well acquainted with the superintendent and one day he asked me if I would like to take a trip through one

of the huge assembling shops. I had often seen it from a distance—three stories high, two hundred feet wide, and six hundred feet long. Even from my post, blocks away, I could hear a muffled roar like a distant windstorm, so I knew that we were going into a noisy place. I was entirely unprepared, however, for the actual hail of screeches, squawks and whistles that assailed my ears as we entered the building. The distant roar I had heard was suddenly swelled like the crescendo of a great orchestra, if you can imagine an orchestra composed of steam hammers, saws, planes, drills, and riveting machines. In the center of this scene of activity, like the director of the orchestra, was a huge blast furnace which shot roaring flames high into the air above the roof as it transformed iron and carbon into high-tension steel. The electric motors hummed deeply; a steel saw shot sparks far across the room as it cut red hot bars; another saw squealed piercingly as it cut frames of cold angle iron; the air-riveters rattled an incessant, head-throbbing cannonade; exhaust steam from the clanking locomotives which bumped and jerked cars of material, and the explosive jets which shot from the steam hammers, filled the air with a mist of spray. In one corner, the electric welding machines created an electrical storm of flashes, arcs and sparks, while a nearby traveling crane dropped great sheets of pressed steel onto a large drill press feeder with thunderous clangings. In this battle of sounds, we had to yell at the top of our voices, and I noticed that the workmen had long ago realized the futility of mere voices in giving orders and had worked out a system of hand signals such as trainmen use. Beams, girders, plates, swung menacingly through the air, and red-hot rivets dropped hissing into buckets to be hammered home in some I-beam or frame.

I noticed all the mechanical features I could, but the outstanding impression of the visit was the terrific noise throughout the building. As we stepped out of the door, I noticed suddenly that my throat was dry from yelling, and all the rest of the day my ears thumped from the dreadful pounding they had received.

*Suggested Subjects.* A scene of poverty; A quiet hour in the woods; A night on the front; Surrounded by

wolves; A deserted mining town; A moonlight night;  
A freight yard; An old haunted house; A river at night;  
A parade at 100 in the shade; A summer day in a small  
town; A southerner's first toboggan party; On the mem-  
ory ship; Lookout duty in the North Sea.

## CHAPTER XV

### IMPRESSIVE TALKS—MORE FORMAL TYPES

We are now ready to study the talk given for the purpose of making the audience realize the significance of an event or idea. This type of talk is the one that might be called a truly Impressive talk, for it aims to impress us with the importance and results of some event, usually in the past. We shall take up three varieties of talks.

#### The Dedication

Give the facts in the history of the building to be dedicated, perhaps, name some of the outstanding people who have helped to erect it; describe it more or less completely, depending on the time allotted you. Then tell of the effect you expect it to have on the Community. Take up as many points as you can, and describe them as well as you know how. Humor should not come into this type of talk, unless it has a heart appeal which will bring forth smiles fringed with the tears of sympathy and deep appreciation. Speak slowly and earnestly at first, with deeper earnestness as you proceed. Gradually change to an inspirational manner so that at last your audience will see and feel the same splendid structure, both physical and emotional, that you see.



## EXAMPLE

(To be given at the dedication of a church on Thanksgiving.)

Eight years ago we laid the first plans for the splendid edifice in which we are now assembled. Eight years ago the first money was collected and put at interest. Eight years ago we began to discuss the features we wanted in the new church, and for eight years we have been collecting money from individuals, by giving bazaars, church suppers, and in all the ways best known to members of the Ladies' Aid. Eighteen months ago we had a sum on hand which justified the Board in calling for bids, and today we meet for the first time in the realization of our eight years' dream and effort.

We shall be pardoned if we are a bit proud of our church, I am sure. The auditorium seats nine hundred persons on one floor. If needed later, a balcony to seat two hundred can be erected in the rear of the auditorium. Our organ is not the largest in the city, but it has the most modern equipment in the way of stops, combinations, and manual. The platform is so constructed that it can be easily extended to the size of twenty by forty feet for the production of pageants. One of the exclusive features of this church is the ladies' rest parlor at the rear of the building; it is large enough for the ladies' groups to meet in, and has a small kitchen in connection. The room has been furnished in excellent taste and of itself is an inspiration to helpful thoughts. In the basement we have a basket-ball court and a large assembly room for banquets and young people's meetings. Twelve small rooms for Sunday school classes surround the large assembly room; all can be thrown into one large room for movie programs and plays by the young people. The building is steam-heated throughout.

The total investment in church, land, organ, and furnishings is well over \$125,000. That is a considerable sum for this community. We have received no large contributions, as many other churches have received; the average gift has been exceptionally high, however. It has been high because we realize the need of a modern church that will be a community church in the best sense of the word. We wanted a church which would be in use seven days a week, instead of only one day. We wanted a church where

the spiritual leadership of Sunday would be extended to the games of Monday, the banquets of Tuesday, the prayer meeting of Wednesday, the Boy Scout Patrol of Thursday, the movie of Friday, and the basket-ball game of Saturday. We wanted a church that would be a church that would offer entertainment and inspiration to the young people. We felt that if the church was to combat influences prevalent today, we must make it superior to the other influences and their attractions. Yet we have reserved this auditorium for religious meetings exclusively. We have set it apart as the holy place. It is the fountain-head from which flows the spirit which is to animate all the other activities of the institution. A reverent, religious atmosphere will be engendered here and carried into all the games and pageants, the suppers, and meetings, the plays and conventions that will be held under this roof. Through this daily influence in the life of our young people, we hope to build up a community that shall be known as the best in the city. We believe in this city; we believe in our young people; we believe in a directing God, and we also believe that God will work through this church and its young people in such a way as to make Himself known to the city and all its people, young and old. Firmly trusting in the mission of this church, and confident of God's aid and guidance, we dedicate this structure to His service, proud of our accomplishment, yet humble in the presence of our Master and the great work He has called us to do.

It is especially fitting that we should dedicate the church today. Our early Pilgrim Fathers celebrated by feasting and rejoicing; they celebrated their bounteous crops at dinners and assemblages. Today we show our thanks to God for His great blessings by dedicating this church to His service, that more men and women, boys and girls, may receive those blessings, and share with us in His care and kindness.

*Suggested Subjects.* Dedicate a church; A consolidated school; A new playground; A new city hall; A new lodge building; An American Legion post building; A new stadium; A new fraternity house; A war

memorial; An auditorium; A new organ; A flag; A memorial group of trees; A driveway; A chapel.

### The Memorial Address

In this type of talk, recount the deeds of those you have met to honor. The number of details will depend on the audience, how well you know them, how much you know or can find out about their contribution to the cause which you have met to memorialize. As in the preceding talk, be sure to show the results of the sacrifices of those whom you are addressing.

#### EXAMPLE

(This example is too short for an actual speech, but will serve to show the main ideas of the address. President Coolidge spoke for half an hour on Memorial Day, 1925.)

We have met to honor the men who in times of crisis have offered their lives in defense of the nation. In 1860 they upheld the Union and established the principle of freedom of personal rights. In 1897 they established the freedom of a people from the cruel domination of a foreign power. In 1917 they established the freedom of all nations from tyrannical domination by one self-seeking nation. Whether meeting the musketry fire at Gettysburg, the Mauser bullets at San Juan, or the machine guns of the Marne, the same spirit of loyalty and devotion animated the defenders of our country. The sacrifices these men made are so well known and, in the case of the World War veterans, still so vivid, that I shall let the memory of them rest undisturbed. I do wish, however, to bring to mind the purposes which dominated them, and the extent to which those purposes have been carried out.

One great objective was the abolition of secret diplomacy. Woodrow Wilson stated it as being "Open covenants, openly arrived at." In the most recent pact, signed at Locarno, we have seen the greatest forward step toward that ideal. Before the war, leaders of nations made secret agreements by which they bound their subjects to alliances of which the people were not informed,

until war came and national patriotism was called on to carry out the secret agreement. Results of this policy were observed all through the war. Ententes and alliances were announced, formed and reformed as national leaders thought best. From surface indications at least, the people are now informed of such alliances and can give their assent or opposition in time of peace. This great advance, then, has at least begun.

We were told it was to be a war to end war. While wars have not been eliminated, and the causes of war have hardly been touched in our post-war thinking, the question of armaments has received a great deal of attention. In conferences at Paris and Washington, the question has been discussed quite openly and, although results have not been as comprehensive as was hoped, the question has at least been considered. Other conferences will undoubtedly be necessary, other wars may come, before the final solution is reached, but the world is on its way to such a solution. The League of Nations is still on trial, but certain crises have been met by it. The United States alone of the great nations has not joined the World Court, but it is functioning in a satisfactory fashion. All these indications point to a spirit very different from the one that possessed the world twelve years ago.

The Civil War was a purely national struggle, but it produced a unified nation. The Spanish-American War was a limited struggle, yet it showed the world the United States' position on humanitarian questions. The World War was our first impressive entrance into world affairs, and though our present position may seem to some people like a sort of anti-climax to our triumphant entry, it is only one period in our full participation in the affairs of the world.

Freedom for the individual, freedom for a race, freedom for the world, these have been the objectives for which our men have fought, and fought successfully. The ideal world relations are not attained yet, but they are being realized, and it is through the efforts of the men we have today met to honor that the realization is coming. So, whether these men wore the blue of '61 or '97, or the olive drab of '17 we give them our fullest reverence and pay them the homage that is always due those who have upheld the name and honor of our great nation.

*Suggested Subjects.* On Decoration Day; On the Fourth of July; In honor of the ex-service men of a community; In honor of a man or woman who has rendered an outstanding service to the community; At a Lincoln or Washington anniversary; To celebrate a great battle, the construction of a building, or founding of an organization as a church, university, or business house.

### Shorter Addresses

As a contrast to the longer addresses which take up national problems and go into much detail, you are advised to study Lincoln's Gettysburg Address. Many articles have been written on the amount of preparation he put on the address, and whether he spoke from notes but the important thing is this: Lincoln set a new ideal of public speaking in his address. He selected the dominant feeling that was to be expressed, then delivered it in simple yet forceful words. His Address has but one paragraph in contrast to the countless paragraphs of the official Dedicatory Address delivered by another prominent statesman, yet we have forgotten the other and remember only Lincoln's.

#### THE GETTYSBURG ADDRESS

(November 15, 1863)

Fourscore and seven years ago our fathers brought forth upon this continent a new nation, conceived in liberty, and dedicated to the proposition that all men are created equal. Now we are engaged in a great civil war, testing whether that nation, or any nation so conceived and so dedicated, can long endure. We are met on a great battle-field of that war. We have come to dedicate a portion of that field as a final resting-place for those who here



gave their lives that that nation might live. It is altogether fitting and proper that we should do this. But in a larger sense we cannot dedicate, we cannot consecrate, we cannot hallow this ground. The brave men, living and dead, who struggled here, have consecrated it far above our power to add or detract. The world will little note nor long remember what we say here; but it can never forget what they did here. It is for us, the living, rather to be dedicated here to the unfinished work which they who fought here have thus far so nobly advanced. It is rather for us to be here dedicated to the great task remaining before us, that from these honored dead we take increased devotion to that cause for which they gave the last full measure of devotion; that we here highly resolve that these dead shall not have died in vain; that this nation, under God, shall have a new birth of freedom, and that government of the people, by the people, and for the people shall not perish from the earth.

### The Religious Address

Without endeavoring to train you to deliver sermons, I do wish to give you a few suggestions on the religious talk. Business occupies much of our time and thought; play takes another part; other activities take nearly all the rest, so that they have almost crowded out one of the fundamental interests of people, namely, religion. The way in which we work out our religion in daily life is to be one of the strongest factors in the progress of the nation. So, when other attractions, such as theatres and movies, dances and magazines are pushing themselves so flamboyantly to the center of the stage, I feel that as a part of the leadership we should expect from educated men and women, those men and women should affirm the tried principles of religion. Their talks need not be in sermon form, or with sermon content, but a straightforward presentation of the principles of reli-

gion and their application to everyday life, business and pleasure.

This is a difficult kind of talk to give, for you must be very tactful in your introduction, not arousing the antagonism of those who are opposed or lukewarm toward religion. Many people, especially young people, have such a sophisticated manner of thought and action that such an old-fashioned thing as religion is quite uninteresting to them. But if you make the right sort of introduction and succeed in arousing their interest and response no audience can equal them in the fervor with which they will listen to and discuss your talk.

#### EXAMPLE

A recent issue of the *National Geographic Magazine* contained an article which interested me. It gave a number of facts with regard to the solar system and other members of the universe. If you take the distance of the earth from the sun as the unit of measurement, or yard-stick, then Mercury is only fourteen inches from the sun, Mars is four feet and a half away from it, Jupiter is fifteen feet, Saturn is twenty-eight feet, Uranus fifty-seven, and Neptune ninety feet away. The earth rotates on its axis at the rate of nineteen miles per second and travels eleven hundred and ten miles per minute around the sun. In other words, just since I have been talking to you we have traveled nine hundred miles on our great annual swing and so far as the earth's surface is concerned we are now where New York was when I started talking. Talk about the speed of airplanes! They don't go fast enough at their best to enable them to keep even in sight of Mother Earth when she is traveling in high. Sound travels pretty fast—it goes twelve miles a minute. But the earth goes half again as far in one second. That's real speed.

A moment ago we used a yard-stick 92,000,000 miles long. That's a fair sized unit of measurement, but when we try to meas-

ure the distance to the stars it's altogether too small. That is, it would take so many lengths of the yard-stick that we'd be dealing with immense figures. So in order to have an adequate unit we'll take the fastest thing we know about; namely, the speed of light. As you probably remember from high school, light travels at the rate of 183,000 miles per second. Multiply that by sixty seconds in a minute, and by sixty minutes in an hour, and by twenty-four hours in a day, and by three hundred and sixty-five days in a year and you have five trillion, seven hundred seventy-one billion eighty-eight million miles as the distance that light travels in one year. That's a fair sized distance so we'll take it as the astronomical yard-stick. In other words, astronomers measure the distances to the stars in terms of light years, or the distance light will travel in one year. Using that unit, one of the nearer stars, not the farthest away, but one of the near neighbors of our solar system, is two thousand light years away. That means that if we could in some way see the rays from that star as plainly as the rays from objects on earth, we would now be seeing what happened on the star before Christ was born.

Next, I want to tell you about an advertisement of the General Electric Company that I saw in a recent magazine. It described an electric substation on an inter-urban line in California. The station was automatic in operation, needing only an occasional visit from an inspector. Delicate machines were installed in the station. It was their duty to detect the approach of a train and turn on other machines that would supply current to the train until it had passed into the zone of the next station. Then the current was shut off until the next train required current. Suppose that you knew nothing at all about the machinery, and had never seen such a plant before, and were placed inside the station some day. Suddenly, as if turned on by invisible spirit hands, the great motor-generators would begin to turn, faster and faster, until the air was full of their powerful hum. Then they would spin slower and slower, coming to rest. Wouldn't you think it was a wonderful machine? Yet your common sense would tell you that no spirit hands but some sort of super-sensitive machinery was controlling those great generators. And you'd know that when you had

studied the subject sufficiently you could explain just what made the wheels go round.

Now, I feel sure that you are open-minded enough to agree to a proposition which is supported in a logical fashion. I am, therefore, going to ask you to compare the great universe which I described a few minutes ago to the substation. Here is our universe, swinging through space at an inconceivable rate of speed, controlled by unseen hands, yet working as accurately, functioning as perfectly as the automatic machinery of the power plant. Isn't it logical to conceive that when we have studied the laws of the great Maker of the universe we will then understand the Power behind it as fully as we now understand and use the laws of electricity? You cannot think of that substation without thinking and knowing that some conscious being erected it. Can you imagine the intricate universe without also imagining an all-wise, all-powerful creator? We may know little of His nature now, but we see the results of His work and by deep thought and earnest reflection, both of the mind and heart, we may add a bit to men's understanding of Him, and at length arrive at a correct, true idea of God, the All-wise, All-powerful Creator of the universe and Father of mankind.

*Suggested Subjects.* Building character; Who is my neighbor? "Inasmuch"; God or Mammon? International fellowship; Love; Religion in the home; A business man's religion; God's first temples; The Christmas spirit; Religion in industry.

## CHAPTER XVI

### GESTURE AND VOCAL EXPRESSIVENESS

As an aid to the effective delivery of a talk we shall consider gestures. A gesture is any physical action that aids in conveying the thought or emotion of the talk. The position of the body, feet, movements of the arms and hands and facial expressions all contribute to the general effectiveness of gesture.

#### General Suggestions

There are four general suggestions to be made with regard to gesture.

1. The gesture must be appropriate. Quiet gestures with quiet talks, forceful, sweeping gestures with forceful talks.

2. The gesture must be well-timed. Have the gesture come on the exact word or syllable that is to be emphasized.

3. Have variety in gestures. Have a number of gestures that you can use to express different ideas and emotions.

4. Consider the idea you wish to express as being in the palm of the hand. If you wish to explain it, open the palm; if you wish to conceal it, close the palm; if you wish to affirm it, drive the palm downward; if you wish to reject it, throw it out of the hand.

#### Specific Suggestions

Now for suggestions on position and gestures of the four chief portions of the body as mentioned above.

1. **THE FEET.** Stand as you stand naturally, perhaps, with feet fairly close together, though a few inches apart is a better posi-



tion than too close together. One foot may be slightly in advance of the other. Do not move the feet nervously or teeter on the toes. Between the main parts of the talk move a few inches to one side or the other, or advance a half step toward the audience. Such movement enables the eyes of the audience to move into a new position, relieving the tenseness of only one position.

2. **THE BODY.** Stand erect, not stiffly, yet in a well-poised manner. Remember the suggestion about the back of the neck pushing against the collar-button?

3. **THE ARMS AND HANDS.** They are used a great deal in gestures and can add greatly to the effectiveness of a talk. Do not push the hands into trousers pockets or hip pockets. Do not shove them into coat pockets. Let them hang at the sides. They may swell until they seem as large as Armour hams, and they may drag on the floor, but let them hang there and blush. The second time they will be less self-conscious, and about the fifth time one hand will rise in a timid, weak gesture. Then, with proper encouragement both hands will come to the aid of the voice and make the talk most effective. Here, a few gestures that can be made with the hands are given:

- (a) Shake hands with some one. As you unclasp hands, keep your fingers in the slightly curved position they had while grasping your friend's hand. Turn the top of the hand slightly to the right, straighten out the fingers slightly so the first finger is almost straight and the little finger slightly curved, the other fingers curved a little and you have a good position for gestures.
- (b) Close the last three fingers fairly tight, straighten out the first finger, let the thumb lie along the top of the first finger or parallel to it. Now drop the hand at the side. Say the words, "I want you to look at *that* wall." As you say the word "that" point at the right wall, then drop the hand to the side again.
- (c) Say the words, "The rule should be *followed!*" As you say the word "followed" raise the hand as in (a),

making a distinct stroke on the word, then drop the hand to the side.

- (d) Say the words, "It is *necessary*." On the word "necessary" raise the fist and give a strong stroke, stopping about waist high.
- (e) Say the words, "You *must* go." On the word "must" raise the right fist and strike it forcibly against the left palm held about waist high. Drop both hands to the sides.
- (f) Say the words, "All the people are here." At the first word raise the right hand to position as in (a), move it to the right as you say the other words, so that it moves twelve to eighteen inches and drop it to the side.
- (g) Say the words, "Everyone is invited." At the first word raise both hands in position as in (a), moving twelve to eighteen inches right and left of the center line and drop them to the sides.

4. THE FACE AND VOICE. The face can be a great aid to the voice in the proper expression of thoughts and feelings. Have you ever noticed how a vivacious, good-looking girl who knows how to use her eyes can do more to liven up a party than a dozen quiet sisters? What medium do the movies use for the expression of every thought and emotion? Facial expression. Subtitles may carry the thread of the story, but Mary Pickford doesn't make her millions because of the subtitles flashed on the screen. To a lesser degree (both facially and financially) the rest of us should use the same means that Mary uses. We should smile, frown, be stern or gentle, as the talk demands. Yet most of us are as impassive as the face of a poker player. We show little feeling in voice and less in face. It is not necessary to become as responsive as a weather vane that swings with the lightest wind, but we should limber up our facial muscles and make them earn their board and room. This is especially true of those whose voices are not so expressive as they should be. Millions of years of development of emotions in the human race and corresponding development of

means of expressing these emotions through bodily and facial muscles has given every one of us the background for personal improvement. This ancestral training is so deep and primitive within every man of us, and the emotions have become so used to expressing themselves in the same ways in all of us that it is possible to call forth an emotion in voice by the simple expedient of expressing that emotion in the face. People who claim their voices are lacking in emotional expressiveness do not realize that the emotion is there, but for some reason has been restrained. In order to train their voices to be expressive, it is only necessary to have them "make faces." The simplest exercise to prove this statement is to ask a person to nod his head on an important word which he has not been saying with full meaning. The voice will automatically respond with both force and meaning. To train the voice in other emotions, express the emotions with the facial muscles and the voice will respond. Then, when the voice has been made sensitive to emotions and capable of expressing them, the impulse to put the feeling into the voice should come from within the speaker's mind and heart, and voice and face should send forth the idea expressed fully and adequately, as it should be.

### Exercises

In following out the principle stated above, the following exercises call for widely varying emotions. They are to be expressed through both face and voice. They are but a few of the countless emotions which should enliven our conversations and speeches.

1. APPROVAL. You have the correct idea. You are right. Go ahead just as you have planned and you will succeed.

2. AUTHORITY. You will do exactly as I say. You will have to follow my judgment, not yours. The success of the plan depends on my instructions being followed to the letter.

3. CONGRATULATION. That was a fine piece of work, old man. We all congratulate you on your splendid achievement.

4. **DISAPPOINTMENT.** Isn't it too bad he failed? We thought he would make a wonderful success, but he failed.

5. **DISAPPROVAL.** That isn't the way to do it. Wait! You'll ruin the whole job.

6. **DOUBT.** I'm not sure what to do. If we buy heavily we'll lose if the market drops. On the other hand, it looks as if prices were going up. I don't know what to do.

7. **REFUSAL.** I won't have a thing to do with it. Don't mention it to me again. Get out of here, and stay out! I mean it!

8. **SINCERITY.** In spite of the short-lived success of some dishonest men, it still remains true that "Honesty is the best policy."

9. **SURPRISE.** You don't say so! Fifty thousand dollars? Well, that is a good profit! Beats Florida land, doesn't it?

10. **URGING.** Go ahead. You can do it if you think you can. You haven't been working at it very long. Put in another month. You'll be a success. I know you will.

11. **WELCOME.** We are glad to have you here. We welcome you to our city. We want you to feel perfectly at home while you are with us.

Practice these sentences before a mirror. Bring out the full facial expression as you say each sentence. Change your voice, also, so it conveys the proper emotion. Practice and practice, until you are able to control the muscles of your face and tones of your voice as expertly as a baseball pitcher controls the delivery of the ball. Then, and this is much more important than the mere practicing, use the facial and vocal changes in your talks. In a serious talk, speak slowly. Do not use many gestures. Speak with reserve power, not too loudly. In the usual talk, use a few gestures, but be sure to speak with such facial and vocal expression as will bring out the full meaning of the ideas and emotions you are conveying to the audience.

## CHAPTER XVII

### PREPARATION FOR TALKS HAVING BELIEF AS THEIR PURPOSE

#### The Problem

The third class of talks are those which are given to persuade the audience to agree with the speaker. He wants his listeners to accept his interpretation of a fact or event, or to agree that a certain course of action is right, or that the plan he proposes should receive their support. He may justify a policy that is being followed by an organization whether a lodge or the United States government. Like impressive talks, however, the talks given for Belief are seldom sufficient unto themselves, but lead into Action sooner or later. Most sermons are examples of talks having Belief as their purpose. The minister wants you to agree with him that you ought to lead a better life, and he usually puts in the kind of an appeal that will secure action, which should be the result of his sermon. Talks of this type are given in preparation for drives for new members, in collection of contributions to new churches and to Community Funds. During the war the Four Minute Men gave talks which justified the participation of this nation in the war. Thousands of addresses were given and thousands of articles were printed, all having as their purpose the fostering of Belief or agreement that the United States was justified in entering the war and that we would be successful. Similar methods are followed



when universities wish to collect endowment funds or add to their buildings and equipment. They send out reams of paper in the form of letters and pamphlets showing what fine work the institution is doing; prominent alumni and friends address groups of interested people without doing any solicitation at the time. All this preliminary work is necessary to persuade the people that they should support the drive when it is made. Politicians make countless campaign speeches. They extol their candidates and laud the party so that when the election day comes the voters will cast their ballots "right." The object in all these preparatory talks is to have the people believe in what the speakers want them to believe.

How do the politicians and the campaign managers secure their results? They secure them in the same way that other talks are made successful: By the proper combination of emotional appeal and facts in the talks. In securing Belief, however, the emotional appeal is frequently much stronger than the intellectual. In preparing to give talks having Belief as their purpose, it is necessary, therefore, to understand people. To understand people as individuals and also as members of a group. These two great branches of the study of human nature are as absorbing as any scientific study and bring as startling discoveries as those of any early explorer. I wish to discuss them briefly.

### Study of Human Nature—Individuals

All of us are students of human nature. From our earliest days we are applying the principles mentioned in the chapter on Impressiveness, namely, Observation

and Imagination. We are observing people from our first day on earth to our last. Our success in analyzing, classifying and handling them determines to a large extent our achievements and conquests. Some men have a special talent along this line, but all may develop a high degree of proficiency by careful, intelligent practice. For this reason I feel that some specialized study of character analysis from the features is worth while. I do not believe that such analysis is as puncture-proof as some of its advocates claim, but it at least gives you an organized basis on which to work. It gives you a foundation on which to build your personal observation. It points out the different types of people and their possible characteristics. It explains many qualities you may not have thought about. Study of character analysis is helpful; constant practice of it is essential. Its study pays dividends in individual selling, especially. There you must analyze your prospect correctly and quickly. Your success will to a large extent depend on your analysis of his mental and emotional processes. The most important lesson I learned from character analysis was that not all people think and feel as I do. In fact, very few of them do. So, when I try to sell a man something I figure out his personal way of thinking and feeling and fit my sales talk into his mental processes as much as possible. Some men think slowly; do not push them too much. Others think as quickly and accurately as an adding machine. Do your best to keep up with them. Some men like jokes; others detest them. Appeal to some men's vanity; be entirely business-like with others. Invite some men out to lunch, show no favors to others. This is not a lesson on

salesmanship, it is simply an endeavor to show a few varieties of mental processes that you meet every day of your life. And it is to impress upon you the necessity for you to put yourself into the other man's mental and emotional life as completely as you can and do and say the things that appeal to him. High-pressure salesmen may dispose of large numbers of their product, but I question whether the goods are really sold, that is, whether their customers are satisfied. The money has been received for the goods, but if satisfaction has not been delivered with the goods it might better be rung up as "No Sale."

### Study of Human Nature—The Group

Study of individuals in a group is fully as interesting and profitable as the study of them separately. One feature of especial value to effective speakers is, that if the individuals are properly handled they will give up their individuality and become only members of the group. For this reason a funny story or two will make a good introduction for almost any talk in which such an opening is appropriate. The members of the group laugh at the stories and in the common enjoyment of the humor, they surrender their personal ways of thinking to the group reaction. In the usual group, we might almost say, the members check their brains at the door along with their hats and coats, for they are much less keen in the group than as individuals. If properly handled, as suggested above, it is possible for an effective speaker to do two surprising things with a group: He can appeal to lower motives than he could use in speaking to any one of the group, and he can also appeal

to higher motives than he could if talking to only one member of the group. For an example of the first, go to some of the plays that are extremely popular. You may even take your lady friend with you, for the plays are presented in the best theaters. In the play you will hear language and see scenes that few people in the audience would allow to take place in everyday life, yet as members of the group they do not protest. As an example of the higher appeal, go to church next Sunday. If the minister should call on you at your office or in your home some day and begin to talk to you as he does from the pulpit, well, you would at least be surprised. But as a member of the congregation you enjoy the sermon and take its lesson to heart. I could give numberless examples of the way in which we surrender our personal thinking processes when we join a group, but those two will illustrate the point.

### The Appeal to Emotion

As we let our mental processes come under the almost hypnotic effect of the crowd, our emotional processes come more into command of our selves, so the experienced speaker makes more of an emotional than an intellectual appeal to the average crowd and is successful. As an extreme example take a crowd bent on lynching a suspected miscreant. No individual man in the crowd would, all alone, think of pulling the rope tied around the victim's neck, but when fifty men seize the rope it's short work for the fellow at the other end. The cooler heads may talk law and order, but one fellow yells "Here's the rope," and the jail door is smashed in and the trembling, pleading, doomed man is dragged forth.

To a lesser degree the same result takes place in every meeting. A vigorous, enthusiastic speaker can sway an audience at will. Laughter, applause, solemn moments in the talk, all combine to build up an emotional state which shuts off the thinking sides of people's minds and gives their feelings full sway. Serious minded, critical speakers frequently deplore the fact that a story-telling, sarcastic speaker who praises his candidate to the skies and attacks the character and attainments of his opponent will frequently win more votes than a speaker who presents the truth. So, do not bother to explain your candidate's position on the tariff, just tell the folks that he was born and raised on a farm and drank out of an old oaken bucket, walked five miles to school every day and he'll win by the biggest majority ever given in your district. Even in university drives, when you would think that facts and reason would predominate, a large part of the appeal is to college spirit; loyalty to the school, etc. Don't argue with the audience; give them the sort of emotional pictures and descriptions that will be in line with their prejudices and notions already formed. Every man feels (he has seldom reasoned it out) that his political party, his church, his town, and his other prejudices are absolutely right. So compliment him on holding those beliefs and he will hail you as a most intelligent, rational speaker. If you should be so unfortunate as to meet an audience prejudiced against you, open your talk with a commendation of them as being open-minded, intelligent thinkers. Then present a few minor points on which they will agree with you, and deftly work in your changing point of view. If you are very



careful and tactful, you may succeed in having them listen to you and perhaps you may change a few of their opinions, and again you may reach the street two jumps ahead of some hot-headed member whose shoe sole is as thick as a board. This may sound like a rather stiff statement of the low mentality of the average audience, but please remember it concerns the low level of activity to which the group mind falls and is in no sense applicable to the individuals of the same group when met as individuals. In addressing a Harvard audience Wendell Phillips, by skillfully following the method suggested above, led them to applaud the principles of Socialism which were entirely opposite to the belief of the audience as individuals.

In planning your talk, then, consider the education and experience of the audience, their emotional and mental processes, and remember to stress the emotional side of the talk with the average audience.

## CHAPTER XVIII

### TALKS HAVING BELIEF AS THEIR PURPOSE

We shall take up four types of talks having Belief as their purpose.

#### The Current Event

In this you endeavor to persuade the audience that your interpretation of an event is correct. You may wish to justify the United States' entrance into the World Court, or to present facts on prohibition which you think your opponents have overlooked or willfully neglected to consider. The *Nation* magazine is full of such articles, presenting the side of events that is frequently not reported by the local papers. If you wish to bring out some new information on an event, introduce your talk by referring to the event or some report of it. Then give your facts, following with a conclusion setting forth your belief on the question.

#### EXAMPLE

In recent news items Herbert Hoover seems to have put all the blame for present high prices of automobile tires on the British Government's monopoly over the production of crude rubber. But in so doing he has told only half the story with regard to prices, and the smaller half at that. Now, comes Representative Shallenberger with the other, and more important half of the story. He sat on the committee to which Mr. Hoover appealed. He says, "There is about ten pounds of crude rubber in the average standard tire. The British rubber control has advanced the average price

of that crude rubber about fifty cents a pound. That accounts for a \$5 increase in the cost of the tire. But a 33 by 6 standard balloon tire and tube that cost \$30 before the advance now costs \$54 or an increase to the American buyer of \$24. We have found that the Englishman gets the \$5, but who got the other \$19?" Some light is thrown on this mystery by recent profit and loss accounts. In regard to them Mr. Shallenberger says, "The big tire companies all showed the greatest net profits for 1925 of any year in history. The Fisk Company more than doubled their previous profits; Goodrich netted over \$15,000,000; Firestone 26 per cent, United Rubber 25 per cent. It seems to me that we had better go after the American tire manufacturer." What have you to say, Mr. Hoover? (From the *Nation* for February 10, 1926.)

*Suggested Subjects.* Justify or attack the way in which the government has handled a situation in international affairs; The attitude of either employers or employees in certain industrial events, as strikes, unionization of an industry, profit-sharing plans, changes in working conditions as hours, wages, sanitation, safety devices, group insurance; Give your explanation or interpretation of an event that you think has been incorrectly reported or interpreted by a newspaper.

### Preparation for a Campaign

In campaigns and membership drives it is necessary to have speakers address the workers showing why the organization should receive their aid. Treat the big, humanitarian accomplishments of the organization. No one will criticize such statements as much as more definite facts. You can talk about aiding your fellowmen with security, whereas you might meet opposition if you gave your views on how that aid should be ad-

ministered. Speak slowly, deliberately, yet with sincerity.

#### EXAMPLE

We are met here this evening to discuss the coming campaign for new members for the Y. M. C. A. As we enter the campaign and as we carry it through, what motive must move us? Why are we justified in urging the young men of this city to join the "Y"? In answering these questions I wish to call your attention to the principles for which the Y. M. C. A. stands. It has a four-fold program. The basis of this program is the well-rounded physical development of boys and men. The Greeks laid down the principle of a healthy mind in a healthy body and the truth of that principle is demonstrated daily. For that reason the Y. M. C. A. makes one of its strongest appeals through its advocacy of clean living. Young men admire an athlete. They are full of spirit themselves and they emulate, even honor, their heroes of the gridiron and diamond. In this Association they can train themselves to become better players, so they join gladly. While the first appeal may be made through the gymnasium, the very fact of their playing games and swimming together brings about the second great aim of the Association, namely, the social development of men. No man lives to himself alone, no man can live the complete life without contact with other men. The Y. M. C. A. offers many men their only opportunity to meet others of their ages and abilities. Friendships are formed which are lasting. High ideals of sportsmanship and conduct are held before the men, and carried out in their athletic contests. The third part of the program concerns the mental side of man. In the evening classes hundreds of men are securing training which has been denied them through the day schools. Men who are compelled to become wage-earners at an early age, can secure training at a moderate cost in the Y. M. C. A. Schools. Scores of salesmen, draftsmen, real-estate agents, insurance agents, and men engaged in similar activities owe their advancement to courses carried on under the auspices of the "Y." Last, but not least, is the religious program of the Association. Regular meetings are held in the shops of the railroad companies

and other large employers of labor. Sunday afternoon addresses are given by prominent ministers of the city. Bible classes are conducted Sundays and in the dormitory. Throughout the Association a spirit of sincere religion is to be found. It is not the spirit that proudly calls attention to itself, but the quiet spirit of everyday living that appeals to the young man as being the sort of Christian life he would like to live. You are going out upon a most worth-while campaign. You are presenting the young men of this city an opportunity to become co-operators in this great enterprise, and you, yourselves, as representatives of the Young Men's Christian Association are to be congratulated on your active participation in keeping alive the spirit of the great Master of Men, Jesus Christ, whose spirit is the pervading spirit of this Association.

*Suggested Subjects.* Community Chest campaign; New members for a church; For a lodge; For an American Legion post; To raise money for a playground; For a church; To sell bonds for a new civic hotel, auditorium, or city hall, schoolhouse or athletic club; For missions; Campaign for new subscribers to a magazine; To raise money for a Red Cross campaign.

### A Debate

Debates offer an interesting way of hearing both sides of a question. In a debate you endeavor to persuade the audience to agree with your belief. Real action seldom follows a debate, unless in a legislative body, as a city council or legislature, but debate, whether written or oral, serves to inform the public mind. Questions discussed by inter-collegiate debaters are of current interest and a surprisingly large number of the propositions which were thought visionary when first proposed are now working. Woman Suffrage, Popu-



lar Election of Senators, Income Tax, Parcel Post, Panama Canal, World Court are a few of the subjects which have been discussed throughout the country in college circles before they were adopted. Debate, therefore, is of great value to the listeners, in that way they are told the important facts they wish to know; and it is of value to the debaters in that they must read and thoroughly organize their material and then prepare it for delivery within a specified time.

The subject of debate is, of course, a large one. We can merely skim the surface of it in this discussion.

I. CHOICE OF SUBJECT. Choose a subject about which the audience will already have some knowledge. Be sure it has two sides. State it clearly and as simply as possible. Have only one main idea in it. State it so the affirmative will advocate the new plan and the negative will oppose it.

II. DETERMINING THE MAIN ISSUES. The chief points around which the discussion centers are called the Main Issues. In order to determine what they are, put down on a sheet of paper all the reasons for the plan you can think of and on the right-hand half of the paper the reasons against the plan. Then pick out the points that seem most important and write them down on another sheet of paper, leaving space between them to write below them the subordinate points. You may have to make a new main statement to cover some of the points that will not go under the main statements you have. You will find some main reasons on one side that exactly oppose some on the other side. That means you can have a good argument on them, so write them on a third sheet of paper in the form of questions to which the affirmative will answer "yes" and the negative "no." These should be the main arguments or main issues. They are the points that must be settled in order to settle the question. In choosing the issues see that they are independent of each other, be sure they are vital and do not have too many, three or four main points will usually cover a question.

III. MAKING THE BRIEF. The outline for a debate is called a "brief." The chief difference between a brief and an ordinary outline is that in a brief each statement must prove the one just above it. The main issues will be proved by the subordinate issues and these by the facts, authority or other proof. You are advised to study a book on argumentation or debating in order to understand the brief and its organization. If in a class, the instructor would work out a sample brief, it would aid you to understand the theory given here. After the issues are decided on by all who are to take part in the debate the speakers choose sides, although they may have done so as soon as the question was chosen. Each speaker also chooses the issue or issues he will defend. That makes it necessary for him to prepare the brief on only that one issue. He must be prepared to uphold his side and meet arguments that will be advanced by his opponents, the latter work being called rebuttal.

IV. PROOF. All successful argument must be backed by proof, and proof depends at last on facts. Here again, observation must report the facts correctly, so we shall first consider:

1. *Statistics.* In every argument both sides quote figures to prove their contentions. Test the statistics: Are the units compared really the same? What is a battleship? A student? An arrest for drunkenness? Are both sides using them with the same meaning? Again, are the statistics recent? By whom were they gathered? Where did you find them? Are they representative of the entire field or of only a part of it? All these tests must be applied before the figures can be accepted.

2. *Logical method of proof.* These methods depend on correct reasoning with regard to facts.

(a) *Analogy.* This method compares two individuals, one completely known, the other only partly known. It argues that because they are alike in certain respects they will be alike in other respects. For instance, you see a man who looks like another man who is a friend of yours. The friend is an agreeable man. You decide that the stranger will be agreeable, because

he looks like your friend. To be sure about your reasoning, however, you must see that the points of resemblance outweigh the points of difference. This would require you to go by more than the looks of the two men.

- (b) Generalization. In this method you examine one or many individuals in a group and then make a general statement regarding the entire group. You are familiar with a few cars of a certain make. From your knowledge of them you make a statement covering all cars of that make. You buy articles in two or three departments of a certain store, then say to one of your friends, "Banks' department store is the best in the city." In testing this argument ask if enough individuals in the group have been examined in making the generalization, and if those individuals are representative of the entire group.
- (c) Induction. This method examines every individual in a group and simply states the result of that examination. The United States census considers every individual in the country. From census figures we learn that 52 per cent of our people live in cities and 48 per cent in country districts. If it can be done truthfully, the word "all" may appear in such statements: All the people in this class are men. In testing this method you must be sure that all are examined.
- (d) Deduction. This method applies to an individual in a group, a generalization or induction of the group. From your observation of people you reach the generalization that blonds are more active than brunettes. Then when you see a man with light hair and complexion you know that he will be active. The complete process is expressed as follows:

All blonds are active  
This man is a blond  
This man is active

The degree of certainty in this kind of argument depends first, on the degree of truth of the generalization on which it is based, and second, on the truth of the second statement. If both are true, then the conclusion must be true.

3. *Causal relations.* From examination of past events we find that certain effects have been brought about by certain causes. Then when we find the same causes at work today we can prophesy that the same effects will happen in the future. There are two classes of causal relations:

- (a) Effect to cause. In this type you discover the past causes for a present effect. Many volumes have been written on the causes of the war. In an accident, the authorities hold investigations to determine the cause or causes of the accident. Be sure the cause was strong enough to produce the effect and that no other cause could have produced the effect.
- (b) Cause to effect. In this type you prophesy the effect that will come from the operation of a known cause or causes. An advertising man tells you that a certain type of advertising campaign will produce the effect of more business. If your engine has lost its power the garage man says that new rings will produce the effect you want, more power. Firms that deal in business statistics and predict trade conditions combine the two types of causal relations. They have analyzed past trade movements and discovered the causes for periods of inflation and deflation. Then, they analyze present conditions by their price indices, production, agricultural condition, foreign trade, and other general trends and predict what conditions will be for the next year or month, as the case may be. Be sure the cause or causes are strong enough to produce the predicted effect, and that you have considered all the causes that may operate to produce or prevent the effect.

4. *Authority.* In this type of argument you quote what some man has said after careful study of the subject. Three tests should be applied to the quotations of an authority: Is the reference to the authority definite? Does the speaker tell where and when the statement was made? Second, is the authority capable of giving expert testimony? Has he had the training that qualifies him to know what he is talking about? Lastly, is he prejudiced? Is he likely to see what he wants to see, or will he report the facts truthfully?

V. *DELIVERY.* Do not talk too rapidly in a debate. Your audience must be able to keep up with your thoughts. Humor may have some place in a debate, but sarcasm should not be used. Rely on a straightforward presentation. Many untrained speakers, however, make fun of their opponents or refer sarcastically to their arguments. If you meet that sort of work, say that you expected to have a serious debate on the merits of the question, not an interchange of humorous and sarcastic repartee, that you shall continue to debate the question itself and that your opponent has practically admitted he has used all his serious arguments or he would not be reduced to the method he is using.

The time of speakers runs from five to fifteen minutes. Usually, each speaker talks for, say, ten minutes in main speech and five in rebuttal. The affirmative opens the debate. A negative follows, then an affirmative, second negative. Then the first negative speaks in rebuttal, first affirmative, second negative, second affirmative. The affirmative must open the debate, and also have the privilege of closing it.

If you have judges, they should be chosen as impartially as possible. Ask them to vote without consulting each other, and to vote on the arguments as presented in the debate, not on their own belief on the question nor on what they may have decided before hearing the debate.



A debate should be a friendly discussion. Personal feeling toward opponents should not be allowed to show itself. Always address your remarks to the chairman or the audience, never directly to your opponents. You should say, "The previous speaker told you," rather than, "Mr. Johnson told you." After the debate is over, forget any unpleasantness that may have occurred because your opponents failed to observe decorum.

The question of debate is so large that we can merely list the essentials. Much more can be explained and illustrated in the class room. The teacher should aid in choosing topics and preparing briefs, so that the students will understand more clearly what has been sketched here. Material for debates may be found in the Debater's Handbook series and in The Reference Shelf, both of which may be procured at most libraries.

The Reader's Guide is a complete index to current magazine articles. It will tell you where to find material on any question now being discussed. The *Independent*, *Literary Digest*, and *Congressional Digest* (Munsey Building, Washington, D. C.) contain many articles on debatable questions. Foster's "Argumentation and Debating" may be consulted for further help in debating. It contains a long list of questions for debate. Ketcham's "Theory and Practice of Argumentation and Debating," O'Neill's "Argumentation and Debating" and Shurter's "Science and Art of Effective Debate," are good books on this subject.

### Defending a Policy

In this talk you are to defend the policy of the government in some situation, uphold the actions of a

mayor, or the president of your club. Persuade the audience that the action was correct. Give reasons, point out the effects of different action, tell what other people think about it, answer criticisms, carry on one side of a debate.

#### EXAMPLE

At the last national convention of our organization it was voted that the annual dues should be increased from five to ten dollars a year. This noon I wish to summarize the discussion that led up to the decision. For the last three years the delegates have felt that five dollars dues was sufficient to carry on the work of the national headquarters. During the last year, however, that amount has been inadequate. It has been necessary to borrow money to pay the expenses of the officers to the convention held this fall. Thirty-three new clubs have been added to our organization. Nineteen of them have come as direct results of visits made by our president and members of the board of directors. We cannot, of course, expect these people to give both their time and money for the advancement of the organization. They serve free of charge, but the delegates felt it was only fair to pay their expenses. Since we believe as we do with regard to the benefits of our Club, we want to see those benefits extended to as many men as possible. We will receive no direct return from the increased dues, but we are not considering the selfish side, I know. We are thinking of the great amount of good the organization can do through its local clubs, and are willing to pay the added amount. We have come to the point where we must definitely decide to take up a broad program of expansion or decide to go on as we have for the past years, advancing only as we are called to organize a local club. The delegates felt that we should take this forward step. Other clubs similar to ours have had similar experiences. They have increased slowly for a few years. They have found the principles on which they must build. They have discovered the strong and weak points in their organization and membership. Then they have resolutely set out upon a period of expansion and as a result have become international in their scope and influence. The extra

five dollars means only a dime a week, one less cigar, one less ice cream soda in the summer, but from that slight individual contribution will come a doubled, even tripled influence of the Club resulting in untold extension of our influence. I have given only a brief statement, but I have tried to show the main reason for our action and I firmly believe the members of this club will vote to ratify the action of the national body when the time comes.

*Suggested Subjects.* This type of talk is closely related to the Current Event on page 115. A Policy determines a long course of action, a Current Event is one step in that course. So you can justify or attack the government's policy in foreign affairs, bringing in current events to illustrate your contentions; Platforms of political parties; Attitude of a city toward schools, sewage, parks or playgrounds; The government's attitude toward farm relief, the tariff, taxation; Our banking system.

## CHAPTER XIX

### PREPARATION FOR TALKS HAVING ENTERTAINMENT AS THEIR PURPOSE

Most of us are able to speak seriously with good results. We can discuss current events, evolution and our neighbors, but when we are called upon to tell a story we cannot respond. We get the point of the story first, leave out the important part or twist the wording so that the joke is not there. Other people can tell jokes with just the right twist to them and can remember every joke they have ever heard. If you are a natural born story-teller, you will have an easy time with part of the next assignment, if you have to work on your jokes, you may not enjoy it so much but I trust you will benefit at least.

Ability to speak entertainingly presupposes that you see the novel, interesting, humorous aspects of life. This is Observation along a different line from that needed in giving an Impressive talk, but it simply shows how varied are the ways in which Observation must be trained. An Entertaining talk need not be humorous all the way through, in fact, it may not have any humor in it at all, but a good joke, well told, puts the finishing touch to many a talk. Haven't you often heard people tell and retell the jokes of a speaker when they have forgotten the serious parts of his talk? The joke should emphasize the serious point and is an effective

way to drive home a truth. In Chapter VIII, I said your talks should be interesting through having variety. Now, I shall discuss in detail certain means to make your talks interesting.

1. **DISCUSS THE NEW AND UNUSUAL.** Tell about a new invention or discovery. Show its effects on our daily lives. Be the first one to tell about a new radio or airplane speed record, auto improvement or news event. News is news only while it is new. That is why each paper tries to "scoop" its rival—the first paper on the streets makes all the sales. Unusual parts of town, queer habits of dress and custom of other nations, strange and mysterious occurrences in empty houses, all these arouse interest.

2. **DISCUSS THAT WHICH IS VITAL TO US.** A Detroit minister wrote an excellent book on this subject. He says four things are vital:

- (a) **Work.** All of us must work to live (or ought to). So, if you can tell men how to do their work more easily, or how to make more money from the same expenditure of effort, they will listen to you gladly.
- (b) **Play.** We all must relax. We cannot work forever without resting. So, if you can tell us how to enjoy ourselves, we will be pleased to hear you. Or if you can tell how you had a good time, at a party, on a trip or in some thrilling adventure you will make a good talk.
- (c) **Love.** All normal people are interested in this dominant emotion. It is the theme for all our love stories. It may be used from its high, spiritual meaning as in the masters of literature or it may be used as it is in the many cheap magazines, with lurid covers and even more lurid stories. Young people seem especially sophisticated along this line, but if the theme is approached tactfully, it may be made intensely interesting, even in its serious, worth-while form.



- (d) Religion. Every person has taken a definite stand on this question. He is either a believer or a non-believer. He has his belief and will be interested in hearing you tell of your belief. Here, again, you must be tactful in your approach, but if you handle the introductory material correctly you will be able to give a distinctly religious talk to a group of the most hard-headed business men you can find.

3. HAVE SUSPENSE IN YOUR TALK. Build up our curiosity, then satisfy it. Tell what the idea is like, its importance, its influence on our lives, then tell us what it is. Have you ever gone to a movie the evening they showed the serial? The villain chases the hero through the underground passages and across the roofs. Then the hero eludes the villain by climbing out of a window on the twelfth floor of a skyscraper. The villain looks into the room but can't see the hero who is hanging by his fingers to a wooden window box. As you watch him hanging there, the top nails of the board to which he is clinging slowly begin to pull out. Just as the top nail comes clear out, the film ends. You can't help but come back next Wednesday and see the next chapter. Do the same with a talk. Have climaxes in it. Put in variety of rate and excitement. Keep it alive.

4. PUT HUMAN INTEREST INTO YOUR TALK. Human Interest is what our wives talk about over the back fence. It's what your neighbors are doing. It's the little, everyday occurrences. It's the way people act. It's what people wear. It's the Jones' new car. It's what time the Brown girl got in last night. It's the things we all do and say that never get into print, yet are the material for a large part of our thinking. We read about our presidents, what great men they are, but we also like to know what they eat for breakfast, what sort of clothes they wear and how their children act.

5. USE COMBAT AND STRUGGLE. All of us like a good fight, physical, mental, or moral. An Irishman was walking down the street. He saw a couple of fellows tearing into each other. He rushed up and said, "Is this a private fight or can anybody get in?"

We pay a million dollars to see two big boys pummel each other for from thirty seconds to fifteen rounds. We read stories about how great men overcame obstacles. We like to hear how engineers build difficult tunnels, huge dams or make astounding improvements in electricity. We enjoy stories which tell how people have overcome temptations.

6. **RECALL THE EXPERIENCES OF THE AUDIENCE.** Whenever possible, as in reunions, talk about the "good old days." Twenty-five years ago was the best period of the world's history. That statement is true today, it was true in Cæsar's time and it will be true a thousand years from now. We forget the imperfections of that time, we remember, in a rosy glow, all that we did, what our ideals were, our friends and all that made up the world for us at that time. So, recall those delightful experiences and we will enjoy your talk.

7. **GIVE SPECIFIC EXAMPLES.** Few people can listen to an abstract discussion for over five minutes. So, put in an arresting description of a person, or thing that is an example of the abstract term you are talking about. Choice of words will help to make the picture vivid. Think over the ways by which you make a talk impressive, and use them in describing the person or scene.

8. **USE HUMOR.** Humor may be used either as the main content of the talk, or for contrast. If you can make a good clever talk, you are fortunate. At some times and on some occasions, a humorous talk is the correct talk to give. In serious talks it is often wise to add a little humor for contrast. We become tired listening to a serious talk that runs for half an hour to an hour. A joke of the right type, one that carries out the serious theme of the talk, may do much to enliven the talk and really make the serious parts of the talk much more effective. You have undoubtedly heard a speaker talk on a serious subject, using jokes in this way. He will give a serious thought, then tell a funny story following it by another serious thought. Smiles and tears are so closely related that he swings you from one to the other, bending the emotions like a willow reed, and because of the skillful way in which he has handled you, you say it was a wonderful address.

9. HAVE PUNCH AND VIRILITY IN DELIVERY. You must speak with enthusiasm. You must speak so the rear row can hear you. You must show physical animation. You should use gestures if they fit in with the talk. If you are to speak on a serious subject, at least speak with sincere, strong earnestness. Do not speak so poorly that the audience will go to sleep right in front of you. A professor was giving his usual dry lecture in a monotonous voice. He looked up and saw one of the students in the front row sound asleep. "Wake him up, will you?" he said to the next student, who replied, "Wake him up yourself. You put him to sleep."

Follow those of the above suggestions that fit in with your talk. There is hardly a talk in which you cannot use more than one of them.

## CHAPTER XX

### TALKS HAVING ENTERTAINMENT AS THEIR PURPOSE

We shall discuss three types of talks under this heading.

#### The Travel Talk

Choose some point of interest, some scene, building or happening and tell about it with as good descriptions as you can. Tell your feelings, describe the scene, put in the intimate details that the usual speaker omits. Make the scene live for us. Compare the unknown to something we know about. Anyone can tell how long a cathedral is, how wide and how high, when it was built and its type of architecture, but the man who makes you feel as if you have been in the cathedral is the man who observed his feelings at the time and now has sufficient vocabulary to retell those emotions to you. Vary your rate of speaking to fit the emotion you are conveying.

#### EXAMPLE

Different things appeal to different people. One man sees all the automobiles along the road, another sees the crops, a third will see only the houses. I am going to tell you about a great building which appeals to all the people who see it, not because of its diversity of interests but because it represents one thing—the final shrine of the illustrious dead of England.

Westminster Abbey was erected hundreds of years ago. It is not so large as many other cathedrals, it is not so artistically decorated as the cathedral at Milan, it is not so magnificent even as

St. Peter's, but it surpasses the others in that it is the last resting place for the great men and women in England's history. Throughout Europe and the United States, you will find monuments to men of war. Admirals, generals, colonels, captains, lieutenants, privates, and seamen are honored by statues great and small. The Westminster Abbey is the only place on the two continents where the men of peace are adequately honored. Thousands of people visit the Abbey daily to pay their respects to the honored dead who lie there.

Along the east side of the Abbey a corridor, perhaps fifteen feet wide, leads to the rear of the church. In the wall of the corridor just before you pass through an iron gate at its end is a small plaque, about as large as a dinner plate. It says, "This plaque is placed here by the friends of Joule that he may be honored in the midst of so many other great scientists." We wondered who the other great scientists were. As we stepped through the gate we knew. For there at our feet was a slab of granite bearing the words "Charles Darwin" and the dates of his birth and death. Alongside was the tomb of Huxley, and next to it was the stone covering the grave of Isaac Newton. It is doubtful if you could bring together three men who have had more influence on the thinking of the world than these three. Darwin and evolution, Huxley and astronomy, Newton and the discovery of gravitation. Such deep thinkers! Producing such changes in the thoughts and lives of men! Pioneers in science! Leaders in discovery! Then came the thought, "England shows, in thus honoring these men, the reason for her greatness in present civilization. She is interested in science and discovery as well as in war. She sets up the scientist as an ideal as well as the soldier. She places the discoveries of peace alongside the triumphs of war. Thus she encourages the youth of the land to great achievements in the quiet time of peace as well as in the excitement of conflict. England is great because of the spirit which thus honors these men and follows their leadership as well as that of the warrior."

Westminster Abbey is the outstanding memory of London. It represents the spirit of the British Empire, gives a glimpse into the heart of that great nation that is given by no other feature, physical or spiritual, in that great city.



*Suggested Subjects.* The North Woods; Our national capital; Within the Arctic Circle; Indian teepees; Mexican homes; Italian food; Three weeks in the open; The life of a forest ranger; Through the Panama Canal; Niagara Falls; Pike's Peak; Lake Louise; The Golden Gate; The Grand Canyon of the Colorado.

### The Humorous Talk

There are two kinds of humor, original and copied. In the first you are able to think of clever things to say, and to express them in your own words. In the second you use ideas from other people, and fit together stories that you have heard or read, so as to make a connected talk. If you are born with the ability to tell jokes, and especially, to make them up yourself, this assignment will be easy. If you cannot keep jokes straight you can look up stories and jokes in books of quotations and stories. There are several collections of jokes for all occasions. You may have to ask the librarian to help you find the books. Exaggeration, sudden contrasts that appeal to our sense of humor, a description of some person or group of people in such a way as to make us feel that we are superior to them are a few of the sources of humor. It is difficult to choose an example that will be funny to all kinds of people. The one I shall give depends on exaggeration for its humor.

#### EXAMPLE

The Scandinavian countries have their tales of the Vikings, the Greeks tell about the gods of Olympus, the Germans have their fairy tales, but the only mythical character we have in the United States was created by the lumberjacks of the north woods. Tales of his prowess and originality enlivened many long nights around

the big stove in the lumbermen's bunk-house, and every forester and woodsman knows many stories of the wonderfully strong man who logged off North Dakota.

Paul Bunyan was born back in Maine a good many years ago. His father and mother were both above normal in size, but when Paul was born they had no idea what a remarkable child he was. Within three days he had outgrown the rude cradle his father constructed for him. Within a week his feet were pushing on one end of the cabin while his head bumped the other end. His father found it necessary to make a cradle out of the longest trees he could find and float the cradle on the placid waters of a nearby lake. We have a few facts concerning Paul's boyhood. It is recorded that he showed the promise of his future achievements by learning to chew tobacco at the early age of five. When he came out to Minnesota he gathered a crew of the best lumberjacks in the country. One of his first jobs was to clear the logs off the entire state of North Dakota. That he did a good job is shown by the fact that there is hardly a tree in the state even today. Paul increased the size of his crew from time to time until it became necessary to mix the pancake batter in a twenty barrel concrete mixer. The griddles were so large that three little colored boys with slabs of bacon strapped to their feet skated back and forth over the griddles to grease them. The chef rode along in front of the stoves on a motorcycle, shouting orders to the cookees through a megaphone. The waiters used roller skates in delivering the food to the tables. Two men with teams distributed the salt and pepper to the tables, making a round trip once a week. Paul had a big blue ox, named Babe. Some idea of Babe's size may be gathered from the fact that he was forty-seven axehandles and a plug of tobacco between the eyes. Every time Babe stepped he made a huge hole in the ground, in fact, the best authorities are agreed that Minnesota's ten thousand lakes are due to Babe's tracks through the state. One time Babe was hauling in a sled full of fair-sized pine. The rawhide tugs on the sled were wet and stretched so much that Babe walked clear into camp before they found out what had happened. Paul unhitched Babe and fastened the tugs to a couple of large trees. When the sun came up next morning it dried out the rawhide and pulled the logs into camp

so fast that when they got there the front ends were burning fiercely from the friction of the air. The cook, however, ordered the boys to throw them into the cook stove. This shows how Paul taught his men the art of conservation years and years ago, for instead of letting the logs burn up he turned them to a useful purpose. I could relate many other interesting events in Paul's life, how he logged the Pyramid forty; I could tell about the race between Babe and the ostrich and many other things, but this short story will give you some idea of Paul's record as a lumberman, and explain why he is such a favorite with all who love the great outdoors, where we are not confined by the four walls and ceiling of a house, but can give imagination free rein.

*Suggested Subjects.* Cross-word puzzles; Students' conversation; Evening in a small town; Dreams; Dialect stories or impersonations; In defense of the small hotel; Overheard on the street car; Houseboat life; Ghost stories; Disadvantages of having an older sister in college; Grandma talks about the baby; The bride's first formal dinner; Advice to women; Jazz; Our dog; Virtues of lemon pie; The salesman's first call.

### After-Dinner Talks

After-dinner speaking is a form of speaking in which we are all called to participate sooner or later. Some people, and they may be justified in their belief, feel that after-dinner speaking is the least enjoyable form of discourse. Many speakers do talk too long, they ramble on with no organization to their talks, stringing together a few jokes that have no connection, but the after-dinner speech may be made as interesting and enjoyable as any other form of public address. The same principles must be followed as in other speaking, with a few modifications to fit the purpose for which

after-dinner talks are given. The toastmaster should call together those who are to speak and discuss with them the occasion and set a general theme for it. Then each person should be assigned a subject that will fit in with that theme. He should know just what he is supposed to say, and should arrange his talk so that the others will fit in with it. An after-dinner talk may be humorous, but it should also contain an idea so that it is worth listening to for its content as well as its jokes. Of course, there are times when the straight humorous talk is appropriate, but usually it is wise to have a serious part to the talk. The after-dinner talk must be as carefully prepared as any other talk, often more carefully, for the occasion demands excellent delivery and you can't deliver a talk well without careful practice. Unless you are the main speaker of the evening do not talk over ten minutes. That is long enough to explain your idea and tell a few stories. Sit down and give the next man a chance. It is a common failing of inexperienced speakers to say, "Well, I really have nothing to say. I didn't know I was going to be called on. But since the chairman has asked me to say a few words . . ." and away they go for a fifteen or thirty minute ramble through uncharted wastes of dull monotony. The toastmaster should briefly introduce each speaker, perhaps tell a joke or some characteristic of the speaker, and after the speech give a few words of comment, but he should not give an introduction that covers practically the same ground the speaker will cover. Each speaker should be ready to return the joke of the toastmaster, then lead into his talk. Speak with enthusiasm,

life and pep. Put your talk across as well as you possibly can.

### Mark Twain on "The Babies"

One of the best after-dinner speeches was delivered by Samuel L. Clemens (Mark Twain) at a banquet given by the Army of the Tennessee at Chicago, November 13, 1877, in honor of General Grant on his return from his trip around the world. Mark Twain responded to the toast, "The Babies; as they comfort us in our sorrows, let us not forget them in our festivities."

#### THE BABIES

Mr. Chairman and Gentlemen: "The Babies." Now, that's something like. We haven't all had the good fortune to be ladies; we haven't all been generals, or poets, or statesmen; but when the toast works down to the babies, we stand on common ground—for we've all been babies. It is a shame that for a thousand years the world's banquets have utterly ignored the baby, as if he didn't amount to anything! If you, gentlemen, will stop and think a minute—if you will go back fifty or a hundred years, to your early married life, and recontemplate your first baby—you will remember that he amounted to a good deal—and even something over.

You soldiers all know that when that little fellow arrived at family headquarters, you had to hand in your resignation. He took entire command. You became his lackey, his mere bodyguard: and you had to stand around. He was not a commander who made allowance for the time, distance, weather, or anything else. You had to execute his order whether it was possible or not. And there was only one form of marching in his manual of tactics, and that was the double-quick. He treated you with every sort of insolence and disrespect, and the bravest of you did not dare to say a word. You could face the death storm of Donelson and Vicksburg, and give back blow for blow, but when he clawed your whiskers and pulled your hair, and twisted your nose, you had to take it. When the thunders of war sounded in your ears, you set your faces



towards the batteries and advanced with steady tread; but when he turned on the terrors of his war-whoop you advanced in the other direction, and mighty glad of the chance, too. When he called for soothing syrup, did you venture to throw out any remarks about certain services unbecoming to an officer and a gentleman? No; you got up and got it! If he ordered his bottle and it wasn't warm, did you talk back? Not you; you went to work and warmed it. You even descended so far in your menial office as to take a suck at that warm, insipid stuff yourself, to see if it was right!—three parts water to one of milk, a touch of sugar to modify the colic, and a drop of peppermint to kill those immortal hiccoughs. I can taste that stuff yet!

And how many things you learned as you went along! Sentimental young folks still take stock in that beautiful old saying, that when baby smiles in his sleep it is because the angels are whispering to him. Very pretty, but "too thin"—simply wind on the stomach, my friends. If the baby proposed to take a walk at his usual hour—half-past two in the morning—didn't you rise up promptly and remark (with a mental attitude which wouldn't improve a Sunday school much) that that was the very thing you were about to propose yourself? Oh, you were under good discipline. And so you went fluttering up and down the room in your "undress uniform"; you not only prattled undignified baby-talk, but even tuned up your martial voices and tried to sing "Rock-a-Bye Baby on the Tree-Top," for instance. What a spectacle for the Army of the Tennessee! And what an affliction for the neighbors, too, for it isn't everybody within a mile around that likes military music at three o'clock in the morning. And when you had been keeping this thing up two or three hours, and your little velvet-head intimated that nothing suited him like exercise and noise, and proposed to fight it out on that line if it took all night—"Go on." What did you do? You simply went on till you dropped in the last ditch!

I like the idea that a baby doesn't amount to anything! Why, one baby is just a house and a front yard full by itself; one baby can furnish more business than you and your whole interior department can attend to; he is enterprising, irrepressible, brimful of lawless activities. Do what you please you can't make him

stay on the reservation. Sufficient unto the day is one baby. As long as you are in your right mind, don't ever pray for twins. Twins amount to a permanent riot; and there isn't any real difference between triplets and insurrections.

Among the three or four million cradles now rocking in the land there are some which this nation would preserve for ages as sacred things, if we could know which ones they are. For in one of these cradles the unconscious Farragut of the future is at this moment teething. Think of it! and putting a word of dead earnest, unarticulated, but justifiable profanity over it, too; in another, the future renowned astronomer is blinking at the shining Milky Way with but a languid interest, poor little chap, and wondering what has become of that other one they call the wet-nurse; in another, the future great historian is lying, and doubtless he will continue to lie until his earthly mission is ended; in another, the future president is busying himself with no profounder problem of state than what the mischief has become of his hair so early; and in a mighty array of other cradles there are now some sixty thousand future office-seekers getting ready to furnish him occasion to grapple with that same old problem a second time! And in still one more cradle, somewhere under the flag, the future illustrious commander-in-chief of the American armies is so little burdened with his approaching grandeurs and responsibilities as to be giving his whole strategic mind, at this moment, to trying to find out some way to get his own big toe into his mouth, an achievement which (meaning no disrespect) the illustrious guest of this evening also turned his attention to some fifty-six years ago! And if the child is but the prophecy of the man, there are mighty few will doubt that he succeeded.

*Suggested Subjects.* A reunion twenty years from now; Let different speakers take the places of a baseball nine, of a basketball team; Class reunion; High school class banquet with prophecy, class will, history, superintendent, etc.; A floral program; Meeting of the President's cabinet; Assign topics growing out of the work of the group or their common experiences; Let each

speaker in the group tell about another member of the group. Bring out some of the things he has said in his talks, imitate some of his peculiarities, or elevate him to some wonderful (or ridiculous) position based on something he may have said or done.

## CHAPTER XXI

### PREPARATION FOR TALKS HAVING ACTION AS THEIR PURPOSE

#### Developing Enthusiasm

Long before the engineer puts his hand to the throttle to start the transcontinental train on its long journey, the hostler has to start up the fire in the fire-box and the steam pressure gradually rises to the two hundred pounds that is needed to pull the train. In the same way you must begin to build up enthusiasm, so that when you are called on to speak before a group of men or women, you will be able to open up your inner power and let it move your audience as you wish them to be moved. Physical good health is the basis of enthusiasm, so take a good night's sleep just before you are to speak. Begin to prepare the talk early enough so you will not be worrying about what you are going to say. Let it "age" a couple of days, so you become thoroughly familiar with it, and can give it as if you know what you are talking about. To develop forceful sincerity we shall next read a selection from an article written by Elbert Hubbard, entitled "A Message to Garcia." It was written shortly after the Spanish-American war. Hundreds of thousands of copies were distributed throughout the nation. It is an excellent exercise for development of earnest delivery. Look up any words you do not understand. Be sure of your pronunciation.

Work on the selection until you can give it the delivery it deserves.

### A MESSAGE TO GARCIA

In all this Cuban business there is one man that stands out on the horizon of my memory like Mars at perihelion.

When the war broke out between Spain and the United States, it was very necessary to communicate quickly with the leader of the Insurgents. Garcia was somewhere in the mountain fastnesses of Cuba—no one knew where. No mail or telegraph message could reach him. The president must secure his co-operation, and quickly.

What to do!

Some one said to the President, "There is a fellow by the name of Rowan will find Garcia for you, if anybody can."

Rowan was sent for and given a letter to be delivered to Garcia. How the "fellow by the name of Rowan" took the letter, sealed it up in an oilskin pouch, strapped it over his heart, in four days landed by night off the coast of Cuba from an open boat, disappeared into the jungle, and in three weeks came out on the other side of the Island, having traversed a hostile country on foot, and delivered his letter to Garcia—are things I have no special desire now to tell in detail. The point that I wish to make is this: McKinley gave Rowan a letter to be delivered to Garcia; Rowan took the letter and did not ask, "Where is he at?"

By the Eternal! There is a man whose form should be cast in deathless bronze and the statue placed in every college of the land. It is not book learning young men need, or instruction about this and that, but a stiffening of the vertebrae which will cause them to be loyal to a trust, to act promptly, concentrate their energies: do the thing—"Carry a message to Garcia."

General Garcia is dead now, but there are other Garcias. No man who has endeavored to carry out an enterprise where many hands were needed, but has been well-nigh appalled at times by the imbecility of the average man—the inability or unwillingness to concentrate on a thing and do it.

Slipshod assistance, foolish inattention, dowdy indifference, and



half-hearted work seem the rule; and no man succeeds, unless by hook, or crook, or threat he forces or bribes other men to assist him; or mayhap, God in His goodness performs a miracle, and sends him an Angel of Light for an assistant.

You, reader, put this matter to a test: You are sitting now in your office—six clerks are within call. Summon any one and make this request: "Please look in the encyclopedia and make a brief memorandum for me concerning the life of Correggio."

Will the clerk quietly say, "Yes, sir," and go to the task?

On your life he will not. He will look at you out of a fishy eye and ask one or more of the following questions:

Who was he?

Which encyclopedia?

Where is the encyclopedia?

Was I hired for that?

Don't you mean Bismarck?

What's the matter with Charlie doing it?

Is he dead?

Is there any hurry?

Shan't I bring you the book and let you look it up yourself?

What do you want to know for?

And I will lay you ten to one that after you have answered the questions, and explained how to find the information, and why you want it, the clerk will go off and get one of the other clerks to help him try to find Correggio—and then come back and tell you there is no such man. Of course, I may lose my bet, but according to the Law of Average I will not. Now, if you are wise, you will not bother to explain to your "assistant" that Correggio is indexed under the C's, not in the K's, but you will smile very sweetly and say, "Never mind," and go look it up yourself. And this incapacity for independent action, this moral stupidity, this infirmity of the will, this unwillingness to cheerfully catch hold and lift—these are the things that put pure Socialism so far into the future. If men will not act for themselves, what will they do when the benefit of their effort is for all?

We have recently been hearing much maudlin sympathy ex-

pressed for the "downtrodden denizens of the sweatshop" and the "homeless wanderer searching for honest employment," and with it all often go many hard words for the men in power.

Nothing is said about the employer who grows old before his time in a vain attempt to get frowzy ne'er-do-wells to do intelligent work; and his long, patient striving after "help" that does nothing but loaf when his back is turned. In every store and factory there is a constant weeding-out process going on. The employer is constantly sending away "help" that have shown their incapacity to further the interests of the business, and others are being taken on. No matter how good times are, this sorting continues; only, if times are hard and work is scarce, the sorting is done finer—but out, and forever out, the incompetent and unworthy go. It is the survival of the fittest. Self-interest prompts every employer to keep the best—those who can carry a message to Garcia.

Have I put the matter too strongly? Possibly I have; but when all the world has gone a-slumming I wish to speak a word of sympathy for the man who succeeds—the man who, against great odds, has directed the efforts of others, and having succeeded, finds there's nothing in it; nothing but bare board and clothes. I have carried a dinner-pail and worked for day's wages, and I have also been an employer of labor, and I know there is something to be said on both sides. There is no excellence, *per se*, in poverty; rags are no recommendation; and all employers are not rapacious and high-handed, any more than all poor men are virtuous. My heart goes out to the man who does his work when the "boss" is away, as well as when he is at home; and the man who, when given a letter for Garcia, quietly takes the missive, without asking any idiotic questions, and with no lurking intention of chucking it into the nearest sewer, or of doing aught else but deliver it, never gets "laid off," nor has to go on a strike for higher wages. Civilization is one long, anxious search for just such individuals. Anything such a man asks shall be granted. He is wanted in every city, town, and village—in every office, shop, store, and factory. The world cries for such: he is needed and needed badly—the man who can "Carry a Message to Garcia."

## The Impelling Motives

These are the motives to which you appeal in securing Action. The successful talk of this type has in its introduction an emotional appeal that will arouse the interest of the audience. Then it must give facts concerning the plan proposed. If the talk is purely emotional the audience may cheer it wildly at the time it is given, but when they go home and begin to think the talk over they will say, "Now, let's see. What real reasons did he give? He told a lot of funny stories and we had a good time, but what did he really say?" So you must put in enough facts for the mind to think over and be satisfied. Then you must close with an emotional appeal that will bring results. People do not do things because they reason out that they ought to, they act because their emotions have been aroused to such an extent that they must respond. Many lists of Impelling Motives may be given. Books on advertising and salesmanship contain such lists, running into the scores of motives. I shall give here the list worked out by Phillips in his book on "Effective Speaking."

1. **SELF-PRESERVATION.** "Self-preservation is the first law of nature" the old saying puts it. Under ordinary conditions we are willing to do or pay anything to save our lives. This motive is not so strong with young people but wait until their hair begins to fall out and their teeth to decay and then they will read books of diet and try out all the patent medicines in the paper in the endeavor to retain their health and good looks.

2. **PROPERTY.** That's the thing we are all after. We want to make money. We overemphasize the possession of wealth, set it up as the standard by which to judge people, but all of us are after all of it we can get. So, if you can show that by following your course of action your audience will make more money, they

will follow your suggestions. Do not leave financial gain as the only reason for action, but you can make it a strong one.

3. POWER. Another thing we all like is power, whether political or civil. That's one reason why men run for office; that's why so many men in the army studied to become officers; that's why we like to be chairmen of committees and presidents of organizations. We like to order other people around so if you can show how your audience will secure power over other people you will secure action from your talk.

4. REPUTATION. The reputation of the person who does the thing you advocate or who buys the article you are selling, is a strong motive. We are all "keeping up with the Joneses," so if my neighbor has a car and you tell me that I ought to have a better one so as not to lose my social standing I'll buy. Fashion decrees furs in summer, and, lest they be thought not up-to-date, all the ladies wear them and smother. All the restraints of custom are followed because we do not want to be thought different from other people. A two-dollar-a-day hotel may be just as clean and much more homelike than the ten-dollar-a-day one, but no one would really think of stopping at the cheaper place. We are all struggling to keep up with the procession and if you can demonstrate how your vacuum cleaner or latest cut clothes will help us retain our place we'll buy.

5. AFFECTIONS. Affection for others, desire to protect the future of our loved ones, is a strong motive. It is the motive behind life insurance. It moves us to give our children better educations than we received. It prompts humanitarian movements, such as the Red Cross, and Community Chest, although there may be no personal relation with those who are to be benefited by our gifts.

6. SENTIMENTS. Although self-preservation is a strong motive, millions of men offered their lives in response to the sentiment of patriotism. Justice is one of the strongest sentiments. Honesty is another. Such motives can be appealed to in times of great stress. They may be used in talking to a large group very successfully, for there the mass mind is strong enough to overcome the individual mind. Lofty sentiments lie back of lodges, churches,

brotherhoods and should be brought into talks given to those organizations. The symbols of the organization should be referred to in such a way as to show their influence. Courage, leadership, initiative, progress are a few of the sentiments that may be discussed before groups of young people.

7. TASTES. The tastes include the love of the beautiful and sublime, as in music, literature and art. Grand Opera is not popular, yet all of us respond to the appeal of good music. More of us would respond if we were not afraid of being ridiculed by our friends for so doing. Appreciation of music and painting and sculpture may be developed, just as physical tastes may be developed. An appeal may be made to good tastes in art or literature to almost any audience, providing the appeal is made carefully, not too hurriedly. Part of the smiles that greet classical music and literature come from the fact that we are not accustomed to great works of art. Do you remember the first time you saw a man in a dress suit? You laughed at him, probably. But as you grew older, you saw more dress suits and became accustomed to them. Now, you would smile if a man should neglect to wear a dress suit at a formal party. Similarly, we smile the first time we hear an artist sing an aria or a reader interpret a fine poem. But as we become accustomed to them we no longer smile but enjoy. So, in a talk on a serious poem, say, begin with a simple poem, perhaps, a humorous one, that everyone will understand and enjoy. Discuss it for a few minutes, read a more difficult one, discuss it, and thus lead up to your really difficult selection. Do not be afraid to make earnest appeals, but make them tactfully.

### Use of Suggestion

There are many ways of dividing people into groups. One is by the way they act when you tell them to do something. One group will do as you say. The other stiffen their backbones and ask, "Is that so? Where did you get the authority to tell me what to do?" Most people are in the first group in their early years, moving



into the second as they have experience in the world. People with little contact with others may remain in the first group all their lives. But most of us grow into the second group or are forced into it by being told to do things that we find are not to our best interests. To classify the two groups we shall call the first "suggestible," the second "argumentative." How should the speaker (or salesman) handle the two types?

### Desirable Qualities in the Speaker

First, what qualities should the speaker possess? Most of these qualities will appeal to both types.

1. He should be neatly dressed in a conservative style. Loud ties, audible socks and noisy clothes are usually associated with confidence men and card sharps. His clothes should be in good taste and may be rich looking—excellent materials but in moderate design.

2. He should pay a great deal of attention to his manner. To secure confidence of his hearers or customers he must be sincere and friendly. Not affected about it, just a straight-forward honest friendliness. A certain amount of dignity is valuable, depending on the type of people with whom you are dealing. A manner which gives the impression of well-grounded success and optimism is a strong asset.

These qualities affect the audience unconsciously but strongly in favor of the speaker or salesman.

### Treatment of the Suggestible Man

How should we treat the suggestible man? He is the one who reacts favorably to suggestions. Suggestion is the method which introduces an action or idea indirectly. It hints at or intimates what should be done rather than saying it openly. It produces immediate

action without logical consideration of reasons for and against the action. It is the method the clerk uses when you buy a loaf of bread and he says, "We have a special on cookies today, two pounds of mixed cookies for fifty-three cents with a box of graham crackers free." He does not say, "Wouldn't you like to buy the special?" but suggests that is the thing to do. It is the method the life insurance salesman uses when he feels that you are about to sign his application. You've been planning on taking a thousand dollar policy. He says, "Will you take a three or five thousand dollar policy?" And you are the exception if you say, "Why, I want only a thousand dollar policy." With the suggestible man, give a few reasons, but sell more by emotional appeal. Use one of the Impelling Motives discussed above. Paint a picture in which you make him the central figure, enjoying or benefiting by your article. Many of us act by imitation of others. For that reason a list of purchasers, or the original signatures in an order book, is an excellent clincher for a sale to a suggestible person. You are saying indirectly, "See all the people who have bought this book. Here is the mayor, here is the school superintendent, your minister, the banker, and see all your neighbors who have bought this book. If you buy, you will at once place yourself in their class. And of course, you don't want to be talked about as not belonging in their class!"

### **Treatment of the Argumentative Man**

The argumentative man wants facts, reasons, and he wants to weigh them himself. All right, give him reasons, good reasons, the best reasons you have why he

should do as you wish. Don't give him too many or you will not be able to arouse the suggestible part of his mind. And you must arouse that part if you are to sell even him. No matter how hard-hearted we are, no matter how professional our manner as buyers may be, we are suggestible if approached the right way. So, after you have given the argumentative man a few good strong arguments, and before he has a chance to think of opposing arguments, say to him, "Now, I am not trying to force you into this sale. I realize that you are the type of man who wants to make up his own mind." Then give him another of your best reasons, look him in the eye and say, "Well, what do you think? It looks pretty good, doesn't it?" Many times this method will succeed, because you have plainly *told* him you are not trying to hasten his decision, but you actually have *done* so and he pays more attention to what you tell him than to what you do. If you are working with a man who is 99 and 44/100 per cent argumentative, give him your most important facts and leave your telephone number so he can call you when he makes up his mind. It is seldom, however, you will find such a man. Nearly everyone has enough suggestibility in him to make possible some appeal to that side of his nature.

### Crowds and Suggestion

Crowds are usually more suggestible than individuals. As said in Chapter XVII on "Preparation for Talks Having Belief as Their Purpose," the individuals give up their personal characteristics when in a crowd. Even argumentative individuals weaken in their insistence upon reasons and join the applause. A classic

example is the difference in the orations of Brutus and Antony at the funeral of Caesar. Brutus spoke directly to the people. He told them that Caesar was ambitious, that they were slaves under Caesar's rule and that he slew Caesar because he loved Rome more than its emperor. (Read Julius Caesar, Act III, Scene 2.) The people agreed with him until Antony began to speak. He said he was speaking by Brutus' permission, thus fitting in with the thought in their minds at the time. Gradually he changed the trend of their thought and feeling, more by suggestion and by implication regarding Brutus' motives than by direct statement, until at the end of the scene they went out, a mob, to seek Brutus and the other conspirators and slay them. Read the part of the play mentioned above to realize the full force of the two speeches. Repetition of an idea, whether to an individual or a group, is an excellent way to secure favorable action. "Eventually," "There's a Reason," "It Floats," and hundreds of other advertising slogans are valuable because of constant repetition. When you read scores of banners, signs, and posters saying, "Re-elect Smith as Mayor," you are quite likely to vote for him.

### Combination of Appeals

In the first part of this chapter you read that Action is the result of a proper combination of emotional, intellectual and emotional appeal, with the kinds of appeal used in that order. For your final emotional appeal use suggestion whenever possible. Give facts, but close with emotional appeal. A man can argue with you over the cost of an article but he cannot deny your

statement that the suit of clothes you are selling him will add to his appearance; he may say a car is expensive to operate, but he cannot deny it is a pleasure; he may say your house is priced too high, but he cannot deny that it is in an excellent location; he may tell you he cannot afford insurance, but he cannot convince you, nor himself, that he does not want to provide for his family's future. An audience may think that a new church will be expensive, but they must admit their growth demands it; they may say in the meeting that street lights would be expensive to install, but they cannot say they would rather have their district allow other parts of the city to be better illuminated; they may not feel like voting, but they will turn out almost to a man if you tell them a distasteful candidate will be elected if they stay away from the polls.

In your talk, therefore, make an appeal to such emotions as cannot be answered. Facts may be met by other facts, quotations from one man by quotations from an equally good authority, but there is no answer to an appeal to the emotions except by appeal to opposite emotions, and if you can relate your proposition to high motives and emotions, you will seldom find an audience that will admit it prefers to follow lower motives.

In giving talks having Action as their purpose you will have to use all the preceding suggestions. You will have to call on all you have learned so far about Effective Speaking. You will have to explain clearly what you are talking about, show its significance, tell a joke or two to lighten the talk, speak with enthusiasm, make a proper appeal to the emotions of the audience, all in order to secure action. Most of us must give



Action talks in order to earn our living. If we do not sell, if we do not preach, if we do not teach, if we do not argue so as to secure Action by our prospects, congregations, students, and juries, we are not successful. In the talks that are to follow use all that you have learned in your previous talks, combining the different elements to make successful speeches.

## CHAPTER XXII

### TALKS HAVING ACTION AS THEIR PURPOSE

We shall discuss six types of talks having Action as their purpose.

#### The Nominating Speech

In this type of speech you first explain the qualities the ideal officer should possess, then show how your candidate possesses those qualities. If another speaker has nominated another man fit your talk in with what he said, so that you will not try to change the convention's thought too quickly. Gradually, tactfully bring in your candidate's qualifications, and show how they are superior to the other man's. Link up your man with the success of the coming year and show how he will lead the organization to greater achievements than ever before accomplished. Do not rave, but do not fail to paint a glowing picture. Appeal to the high motives that dominate the organization. Close with a more or less stirring appeal to the members to vote for your candidate.

#### EXAMPLE

Mr. Commander and Comrades: In choosing our commander for the coming year, we are faced by the problem of naming the man who will most fully satisfy the requirements that the office imposes on its incumbents. The outstanding qualification is, of course, leadership. The commander must take the initiative in the

various phases of the Legion program, and he must have the confidence of the members of the post. He must be acquainted with the various activities of the post, and it is desirable that he has had some active experience with them. He should know the members of district and state offices so that we will have a voice in forming the policies of the Legion. I wish to place in nomination the name of a man who will meet these requirements most acceptably. He has been our adjutant for the past year. The year before that he was our finance officer. This experience has acquainted him with the workings of the post in such a way that he can take up the added duties of the commander with great promise to the post. He has been one of the best, if not the best committee chairman we have had. In every membership campaign he has brought in more members than any other man. He has been absolutely dependable whether a member of a committee or not. His suggestions have added to the life of the meetings, and his steadfast belief in the Legion in general and this post in particular has done much to make the post what it is today. Under his leadership I am confident we will enter the best year we have ever enjoyed. The office of commander carries with it a greater responsibility than any other office in the post, but I feel he is entitled to the honor of leading the post during the coming year, and with his past experience he will make it the most successful year we have ever enjoyed. I place in nomination the name of Ralph F. Johnson for commander of the post for the coming year.

### The Keynote Speech

In this type of talk the speaker expresses the platform, or at least, the outstanding features of the platform which the organization is planning to uphold in a coming campaign. It may be given before a group of workers going out on a campaign for new members, before prospective members to an organization at one of the meetings preceding formal organization, or at one of the early meetings of a political or other conven-

tion in which division of the group may be expected along certain principles. When the planks of the platform are practically the same as they have been in former years, some outstanding speaker is asked to reaffirm them, in order to weld the different factions together, so the party will present a united front to its opponents. Many speeches of this kind contain little but references to the grand history of the party, its great and glorious future, and appropriate references to Lincoln or Wilson, and, always, the beautiful emblem of this great nation, the most wonderful in the world, which is certain to make even greater progress if "our" party is put in power.

The Keynote Speech may contain a few flights of oratory, but it must have a basis of fact. It must read well, just as it must sound well. The oratorical passages will appeal to the members at the time it is given and may result in prolonged applause, but the adherents who read the report of the speech in the papers the next morning must be impressed by the solid arguments in it, as well as by its flamboyant passages.

#### EXAMPLE

(Because of space limitations the development of only one point in a Keynote Speech can here be illustrated.)

The third point I wish to emphasize is the work with boys. Ever since the formation of this organization its members have taken a sincere interest in the boys of their respective communities. I feel that this work should receive the earnest support of every member during the coming year. There are two aspects which we should consider. The first is the work with underprivileged boys, boys who have to work at an early age, newsboys, messenger boys, apprentices in various trades. Many of these boys

have no or very poor home life. With only one, and sometimes no parent to help them, they cannot become the men they might with different training. We should give every assistance, financial and moral, to them. We may aid them by forming clubs to which they can belong. We may secure for them certain privileges at Y. M. C. A. and athletic clubs which they could not enjoy otherwise. We may give them vocational training. Most of all we can aid them by encouraging them to progress. Ambition is a wonderful thing in a man's life, but every one of us knows that it needs stimulation. If you have done a good piece of work, you like to be told about it. That's where the parent exerts his influence. From his wider experience he can minimize defeats and show the true importance of victories. Such contact takes time, it takes much valuable time, but is there anything more valuable than a boy? Early experiences make him an optimist or a pessimist for life. A word of encouragement may turn a bedraggled, friendless waif into a manly little fellow who turns a smiling face to all the world's rebuffs. Other words must follow the first, however, and I feel sure that the members of this Club are so sincere in their declaration of interest that they will devote time to this work.

The second aspect of a boy's work comes nearer home to many of us. I trust you will not take offense at what I am going to say. I say it, not from a critical motive, simply to call attention to a way in which this Club can awaken the fathers of the United States to a more alert sense of their responsibility. When we hear some one dilate on the value of the boy life of our country we agree with him whole-heartedly, but what do we hear with regard to the way in which the parents are actually co-operating with their children? Lack of discipline in the home, loss of children's confidence, misunderstanding of children's problems, all of these and many more charges are laid at the doors of modern parents. Through precept and example we can exert a far-reaching influence which will result in more attention being paid to the all-important business of raising a boy to be the man his parents want him to be and that his Maker intended him to be. No more fruitful field is open to us, no more worth-while activity can claim our time. Let us here and now determine to do our part directly and indirectly in bringing boy-



life to the fullest achievement of the great ideals which are held for it and which it visualizes for itself.

These two aspects of boy's work are so important that we should give them a large part of our attention, both collectively and individually.

### The Business Inspirational Talk

This is the type of talk given to young business people to encourage them to do better work. Our communistic friends would say I am playing directly into the hands of the capitalists in recommending that such talks be given, and secondly, in advising how to give them. But it seems that the basis of our economic structure is the correct one, for even the friends of the Soviets and the Soviets themselves are changing the ideas they held early in the Russian experiment in communism. Shortly after the overthrow of the Russian monarchy one group of people I knew were very enthusiastic about Russia's great progressive step. They said the United States should follow Russia's example. Two years ago I attended the same group and suggested we discuss the conditions in Russia. But the leader said, "No, I don't believe we should discuss conditions over there just now. They are just in the formative stage."

With conditions such as they are, therefore, it is necessary to encourage beginners in the business world to do better work than they do naturally. Few people work at their top speed unless told how to do so or shown the advantage of higher efficiency. Outside experts or high officials in a firm are frequently called in to discuss the problems of the clerks, stenographers,

salesmen, drivers, and other employees whose work is fully as important as that of the officials. More so, in one sense, for the employees are the ones who really represent the firm to the majority of its customers. Few of them meet the president, but all of them meet the salesmen and others who carry on the detailed work of the company. It is wise to show them their importance and the possibilities of advancement which are open to them. Punctuality, neatness, savings accounts, what to read, initiative, health, don't sink, swim, don't grow old, how to get your pay raised, what is your future, are a few of the subjects that may be discussed. Reference to officials of the company who have risen through the various positions of the firm may be described, qualities of Ambition, Personality, Courtesy, Judgment, Open-mindedness may be emphasized. All should be delivered with enthusiasm which says, "If you follow these suggestions you will succeed." The speaker must be careful not to "talk down" to his audience. If he is a university trained man he must remember he is talking largely to non-university people. The university has one language, the office another, and he should talk office language to a large extent. Interests are quite different, experiences are entirely different. I mention the university man, because he has to make the greatest adjustment in order to give this sort of talk successfully, but the same care in manner and presentation is necessary when the audience may feel, for any reason, that the speaker considers himself superior to them. Fit the talk, its words, jokes, conclusion to the audience.

EXAMPLE

Mr. Chairman, Ladies, and Gentlemen: I have frequently met many of you I know, in a business way, for I recognize many faces that I have seen in the hardware department, in the stationery department, in the books, ready mades, and there is Johanson from whom I bought a pair of socks that I have worn for eight months already. I don't mean eight months straight, of course. I mean I bought them that long ago and I have never cussed them once, not even darned them. That one little experience will show you that I have a most favorable opinion of this store and its sales people. I could give other examples from many departments, but you all know what the motto of this store is and I want to say that you are living up to it.

Because I have such a high regard for you, and because I do not know you, personally, I can both compliment you and encourage you without being accused of becoming personal, for I don't know whom I am hitting in my talk. It may be wise for me to look around now for a fire escape that I can use for a quick exit, but I'll take a chance—and you can bring up any tomatoes or cabbages that you have brought for me right now and deposit them on the table. I'd lots rather do my own mixing of them. But I doubt if anyone here would be so like most people as to express your likes or dislikes of my talk by those ordinary vegetables. You'll use lemons, or spinach or send up a yard of crepe. And I'll tell you why I feel that way. I feel that the outstanding mark of the salespeople of this firm is their Initiative. Initiative that shows itself in original window trims, changing counter displays, eye-catching ads, and ever new ways of presenting merits of goods they are selling. I don't know how many hundreds of times a day you ask the question, "May I serve you?" And it isn't important, anyway. The important thing, as I have found it early and late, is that you always ask it as if you meant it. I have been in when the doors first opened in the morning and the first person I met was courteous. I have kept a few of you after closing time to complete a sale. You were a trifle eager to get away, that was natural, but you were courteous in your service just the same. In a firm the size of this one it is possible for the man or woman with almost any kind of talent or

aptitude to find his place. For that reason you should be encouraged to find the kind of work you best like to do. If your heart is in your job you'll do it well, whether it's cleaning the brass-work, working in the credit department or behind the counter. Then when you've found your work, put your whole soul into it. The reason for the average degree of success that the average man attains is largely in himself. It's not because of "pull," so much as "push." It's because he thinks his job, and reads about his job, talks about it, dreams it and puts his full day in on the job. When you add to such steady work the quality of Initiative, then you have a truly successful man. He is not content to do things as they have been done in the past; he is constantly thinking up new sales plans, new displays, new arrangements of goods, new locations of departments. He finds new places to buy and develops new fields for sales. He believes in the store, its policies, its goods, and his fellow employees. He is not only working, he is thinking while he is working. As a result, he advances steadily from one position to another. When he reaches the top people say, "How did he do it? He isn't any different from the rest." But he is different. His eyes are open to more than the clock, his ears hear more than the gossip of the group at the end of the counter, and his mind doesn't stop thinking about his work when he punches the time-clock on the way home. That man has Initiative. He is the finest type of business person. You all possess that quality. How fully are you using it? That is the question for you to answer. And upon your answer depends the progress you will make. In closing, I want to tell you again that it is a pleasure to do business with you and that I am here to give you fullest encouragement in your endeavor to become more efficient through use of this great quality of Initiative.

*Suggested Subjects.* Courtesy (To phone operators); Self-reliance (to young salesmen); Be on time (to salespeople); Business loyalty (to any group); Keeping fit (to bank clerks); Appropriate dress (to stenographers); Getting by (to any group); Person-

ality (to dental nurses) ; Initiative (to younger executives).

## The Debate

Debates were discussed in the chapter on Belief, but those were academic debates, held to inform the audience on the merits of the two sides of a question. In legislative assemblies such as a legislature or Congress, in business meetings of lodges, American Legion posts, churches, organizations of all kinds, debate nearly always precedes formal adoption or rejection of a proposal. The same rules are followed as in academic debate, except that humor, sarcasm, oratory all may be used as seems necessary to win votes. Please remember that there is always an ideal way to speak and debate, that is, as a gentleman should: with excellent ideas, expressed in well-chosen words, with proper feeling, courtesy toward audience and opponents. But do not forget there is another way to speak and debate (I shall not call it ungentlemanly), that is, with emotions overshadowing ideas, with delivery more influential than organization of talk, oftentimes with little or no effort to control emotion, and little or no courtesy toward opponents. You are supposed to speak in the first fashion always, but to be forewarned that the second type exists, that you may have to meet it some day, and be prepared to vary your ideal method as needed by the situation. By this time you should be competent to judge the merits of a speaker along the lines mentioned above. Imitate the trained, be ready to meet the untrained; be courteous, but also be ready to meet discourtesy; organize your talks carefully, be ready to clarify unorganized



opposition and show its weaknesses. I shall give no example of this type of debate. Read a Congressional debate for an example, choosing your own debaters, or listen critically to the average debate in some lodge or organization to which you belong. The last chapter of this book contains a few of the more important rules governing Parliamentary Practice which should be followed in the conduct of assemblies. How motions are introduced, treated and passed is explained there. You should have at least one meeting devoted to Parliamentary Law Practice, so that you will know how to conduct meetings properly. In actual practice you will find that most people do not follow the correct procedure in Parliamentary Law any more than they do in actual debating, as opposed to academic debate.

### Selling to One Man

Now, we come to the field of salesmanship. In the early part of the book you were told that the Business benefit was one of the chief benefits you would receive from the development of Effective Speaking. Such study should aid you a great deal in increasing your sales. Added confidence, correction of minor defects in organization or presentation of your selling talk, understanding of the fact that every prospect is different from every other and must be handled differently, ability to think quickly in order to answer objections as they should be answered, all these points will help you. Salesmanship covers a lifetime of experience, so I can discuss it but briefly here. In planning your sales talk, open it with a statement that will arouse interest. Do not exaggerate the worth of your proposition; it will

be hard to live up to the introduction. As you analyze your customer, decide which of the Impelling Motives will best appeal to him. Formulate the introduction around that Motive. As I said at the first part of the discussion on talks having Action as their purpose, it is a good plan to open with an emotional appeal. Do not begin giving facts before you have prepared the prospect's mind for your talk. Again depending on his mental make-up, tell a story or two if you know him, talk about the weather if you do not. It is not so much what you say as how you say it. Do not waste time getting started, but do not jump too soon into your selling arguments. In the middle of the talk put your reasons why he should buy. Here you will have to make the talk impressive. Show the full significance of your proposition, especially as it concerns the prospect. Use facts for intellectual appeal, use emotional appeal as you think wise. In the conclusion, present a strong fact or two, again show the benefits of your proposition, put the question to him, "I am not trying to force you to buy. I want you to use your own judgment. It does look like a good plan for you to use, though, doesn't it?" He will either say, "yes," or begin giving objections. Then you will need your knowledge of the subject, your ability to think fast and to keep just ahead of the prospect. You will, of course, have prepared arguments to meet the standard objections met in your line. Give them a personal twist so they will not sound memorized. Know your article so well, that you can explain any point. When new objections are given, you'll have to combine other answers to make one for the new objection. To summarize this paragraph:

Arouse interest in your proposition, give reasons why the prospect should buy, make your appeal for his acceptance, be prepared to answer objections. Have a friend hear you give your sales talk. Ask him to bring all your standard objections and any new ones he can think of. In class we shall have one of the members act as a customer, with instructions to give you a hard workout.

#### EXAMPLE

Good morning, Mr. Brown. I am Mr. Jones. I have a proposition here which will help you increase your sales to a great extent, and it will take me only five minutes to explain it. May I have that much of your time? Thank you. I expect that much of your selling is on one call, isn't it? Quite a little? Oh, of course, you have to call more than once on some prospects. Now, I have a chart here that will help you, I know, in the very first thing you have to do when you meet a prospect, namely, size him up. I do not claim as much for it as some people do. It won't tell the kind of food a man likes to eat nor whether he goes to church on Sunday, but it will tell you a few of his outstanding strong traits. It would be quite an advantage to know with a strong degree of certainty that a man was either a hard buyer, or that you should approach him more easily, wouldn't it? Will you just hold that side of the chart? Thank you! Along here you will see a number of drawings representing the common types of people's heads. Here are front views and here are side views. Haven't you seen a man like that? and that? Yes, yes, I knew you had. Now, what were his mental qualities? Yes, I've known them too. Now, let's turn the chart over. That man's picture is numbered 17. Look in column 17. His prominent eyes and wide forehead are his chief features. Run down the column to this point. This sign means that he is cautious, depends on his own judgment and that physical pleasures, such as good food, sleep (if you can call it a pleasure) and a good time appeal to him. Suppose you could analyze every prospect that easily? Wouldn't it be a great help to you? That is a good point,

Mr. Brown. You can't open the chart out when you see a man and look up his qualities. You will have to work on the chart. You will have to learn to distinguish the different head types and you will have to learn what they indicate. But isn't it worth the effort? You have undoubtedly taken intensive courses in life insurance salesmanship, haven't you? They were worth while, weren't they? But they didn't give you a bit of help in deciding what the different types of men are, did they? Of course not. You had to go at it blindly. Not blindly, perhaps, but without any really scientific direction. This chart gives you the scientific help you need. It points out one hundred and eighty qualities and shows in scores of drawings and descriptions the type of head and face that possesses those qualities. The cost? Well, sir, it is less than you will make on your next sale. And it is a permanent investment, which will pay you dividends every day of your life. The price is only three dollars. Yes, it certainly is worth the money. Thank you for your order. Do you suppose any of the other men would be interested in buying a chart? Mr. Henderson? Which is he? Would you mind introducing me to him? Thank you again.

*Suggested Subjects.* Sell a book, a can opener, a window cleaner, medicine, life insurance, aluminum ware, a vacuum sweeper, silk hose, cosmetics, flavoring extracts, laces, tailor-made suits, shirts, caps, auto accessories, typewriters, photograph coupons, office supplies, boiler compound, soap, sweeping compound, silver foxes, automobiles.

### Selling to a Group

Use the method developed on page 74 under the heading of "Impressive Talks." Show the full importance of your article, closing with the expression of your belief that it is best suited to the needs of the firm or group you are addressing. Ask if anyone wants further information on some point. Answer any ques-

tions raised, and again affirm your feeling that they will be fully satisfied with your article.

#### EXAMPLE

Mr. President, Members of the Board of Directors: A couple of weeks ago when your president was in Chicago I had the pleasure of conducting him through our factory. At that time he said you were considering the purchase of new motor equipment for your various branches throughout the country. I asked if I might present the merits of our motors and trailers and in response to his invitation I am here this morning.

Years ago every load was carried on a truck whose engine, body, and wheels were permanently bolted together. Then our firm conceived the idea of separating the body and the chassis of the truck. We are still making the original model like this little sample. It can be slid off the chassis on to wheels and moved through the factory to be loaded and unloaded. Then we improved that model by placing full size rear wheels under the body and invented a smaller set of wheels that can be folded up when not needed, but are as strong as the rear wheels when locked into position for use on the loading platform or for hauling through the yard, combining light weight boxes of whatever size are needed to pack the product. The bodies are hauled to different parts of the plant by a small tractor and the boxes, already filled, are loaded into the bodies, which are returned to the shipping yard and picked up by the motors. In this way the motors are busy all the time. By proper dispatching it is possible to keep the motors busy at least 80 per cent of the time, and many plants run up to 98 and 99 per cent. By using the boxes for holding your product you can load the entire order going to one dealer in the city and it does not have to be crated, there is little damage in shipment and the goods are in so much better condition that the dealer is pleased with your service. One motor can haul more than one body. We have improved our couplings so there is no side sway when two or three bodies are pulled in a train. Some jobbers and manufacturers have gone so far as to use one motor to haul a train of three or four bodies to one section of the city and have small tractors pick them up there



for local distribution. This requires a great deal of concentrated business, of course, and might not be advisable in your business. I mention it to show the adaptability to any size of trucking job. Now, I realize that it is not my belief in our trucks that will sell them, but your belief in them. So, I am going to close my introductory remarks with the request that you ask any and all questions that come to your minds.

## CHAPTER XXIII

### PARLIAMENTARY PROCEDURE

This chapter contains a brief summary of the main points of parliamentary procedure. The study of parliamentary law is important because all meetings of societies, lodges, etc., should be conducted according to its rules. It is also an intricate subject, for it involves different classes of motions that may be used to modify each other, to hasten or to obstruct the business of the meeting.

If you wish to go into a more detailed study of the subject, Nanette B. Paul's book on "Parliamentary Law" is a good one. It tells how to organize meetings and gives the exact words to be used in making and discussing motions. For more advanced study, "Roberts' Rules of Order" is an accepted text and authority.

Each motion in the list gives way before it is passed to any motion that follows it. (Exceptions are indicated). Only those in CAPITALS are debatable. Those marked with an (x) may be amended. Those marked with a (z) require a two-thirds vote for passage.

#### MAIN MOTIONS

##### 1. MAIN MOTIONS (x)

Rise, receive recognition of chair, "Mr. Chairman, I move that, etc."; never, "I make a motion that." A second is necessary. Question announced; discussion called for. Vote by Aye and No, show of hands, or if requested, a rising vote.

SUBSIDIARY MOTIONS

2. (a) MOTION TO AMEND (x)

Object—to change main motion by adding to it, taking away from it, or changing wording, before main motion comes to vote. A second necessary. Amendment must be disposed of before main motion comes to vote.

(b) MOTION TO AMEND AN AMENDMENT

Only two amendments can be pending at a given time, one amending original motion, the second amending first amendment. The second one must be disposed of before the first.

(c) MOTION TO POSTPONE INDEFINITELY

Object—to dispose of a motion without voting on its merits. The original motion can be brought up again only at a later meeting as new business. Postponement is out of order with amendments pending.

3. MOTION TO REFER TO COMMITTEE (x)

A question is referable to a committee, appointed or elected during discussion of question, amendment, or postponement. Accepting committee's report simply places it in the minutes. Adopting the report binds the assembly to action recommended.

4. MOTION TO POSTPONE TO DEFINITE TIME (x)

Object—to bring about a vote under favorable conditions. Applicable only to main motion with amendments. When postponed to an hour, the question takes precedence over everything except matters of privilege; postponed to a day, it comes up with unfinished business.

5. The previous question (z)

Object—to stop debate. Calls of "Question, Question," may be disregarded by Chairman. Proper form, "I move the previous question," meaning that a vote be taken that debate cease. If so voted (without being limited) amendments and main question must be voted on at once, except that a committee presenting a report may close the speeches on it.

## 6. Motion to lay on the table

Object—to defer action until a more favorable time. A majority vote may call up a question at the same or later sessions. Compare with 2c and 4. Tabling main motion or amendment tables both. Takes precedence as shown later.

## INCIDENTAL MOTIONS

## 7. Motion to suspend the rules (z) (May be tabled)

Used to suspend by-laws regulating order of business. A two-thirds vote is generally required.

## 8. Motion to withdraw a motion

If no one objects, a mover of a motion, usually with consent of a second may withdraw it before it is passed. If objection is made, a motion to withdraw is in order.

## 9. Motion to divide the question (x) (May be tabled)

Used to separate two or more propositions. If passed each proposition is considered in its order.

## 10. Motion to read papers

Necessary only when objection is made to reading papers or reports. Papers are sometimes read to cause delay.

## 11. The objection (z) (May be tabled)

If any member—even the chairman—thinks the discussion of a motion objectionable, he is privileged as soon as the motion is seconded and stated by the chair, but not later, to object to the consideration. No second necessary. No debate allowed. Chairman says at once, "Objection has been made to the consideration of the question. All those in favor of discussing this question will vote in the affirmative. Those opposed, etc."

## 12. APPEAL (May be tabled, thereby upholding the chair)

Any member believing that the chairman has made a wrong decision may say, "Mr. Chairman, I appeal from the decision of the chair." A second needed. Debatable. Chairman may vote. Majority required to reverse decision. Decision of assembly must be obeyed even though contrary to parliamentary law. Subject to 5.

13. Point of order (May be tabled)

In case a chairman fails to enforce order, propriety and parliamentary law, any member may rise, regardless of who has the floor and say, "Mr. Chairman, I rise to a point of order." No second needed. The chairman asks for the point and makes his ruling, or if in doubt, asks the assembly to decide the question. Any one may appeal from the ruling.

PRIVILEGED MOTIONS

14. Call for the order of the day (May be tabled)

If the business set for a certain hour is not considered when the hour arrives, a member may interrupt any business or speaker and call for the order of the day. No second required. The Chair immediately submits the question to vote. "Shall we proceed to take up the order of the day?"

15. QUESTIONS OF PRIVILEGE (x) (May be tabled)

Matters affecting the efficiency of an organization and rights and comforts of its members may be brought up any moment thus: "Mr. Chairman, I rise to a question of privilege." "State your question." "We have no secretary to keep the minutes." Chairman makes ruling or refers to the assembly. Questions of privilege subject to 2, 3, 4, 5, and 6.

16. Motion to take recess

It may be made when other business is pending, but then without amendment or debate. At other times it may be treated as a main motion. After recess, usual business is resumed.

17. Motion to adjourn

It may be made at any time except when some member is speaking or voting is in progress. Not amendable, but 18 may be offered as a substitute.

18. Motion to adjourn to meet at a certain time and place

When other business is pending, it must be disposed of at once without debate. Otherwise it may be treated as a main motion.



## CHAPTER XXIV

### TO CONGRATULATE YOU AND WISH YOU GOOD LUCK

I congratulate you on completing this course. No one knows better than I how difficult it is to find time to prepare talks. All of us are so busy from morning to night that something must be neglected or left undone if another thing is to be done. Yet you have felt the importance of doing your work regularly and earnestly. I wish we had a combined moving picture machine and dictaphone so we could have taken pictures and speeches as you first appeared and spoke and contrast them with your present performance. The greatest benefit has been the personal one I told you about in the first lines of the book, and a large part of it is in the development of self-confidence. Intelligent practice is the secret of success in becoming an effective speaker.

The final thought I wish to leave with you is this: Please remember that whenever you are called on to speak you should speak. If you have a few days notice, prepare your talk to fit the audience, practice it aloud and do your best on the delivery. If the occasion demands a talk other than any in the book, use your imagination to combine parts of these you have to fit that occasion. You have received both general principles and specific examples, and I hope have such knowledge of them that you can change them to fit conditions.

If you are called on to speak impromptu, write out or simply think out a general outline for your remarks and put yourself into the talk to your best endeavor. Do not be afraid to use what you have learned. Take part in discussions in conventions, lodges and other organizations to which you belong. Do not forget all you have learned; keep it alive by practice. Have your talks well-outlined, keep them interesting and talk loudly enough so the last row can hear you. With these final admonitions I bid you good luck in your use of the principles of Effective Speaking.



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